

# Stability Operations Reference Book

## Afghanistan Regional Command (East)



Version 2.0

March 31, 2010

## FOREWORD



*Dawn Liberi*

All of you came to Afghanistan to make a contribution. The skills and experience you bring to this effort are the first part of that contribution; being able to access resources and apply them appropriately is the second part. That is the purpose of this “Stability Operations Reference Book”—to provide you with an outline of the key projects and organizations you will be able to access in the field, to enable you to do your job better.

Whether you are a newcomer to Afghanistan and Regional Command-East, or an experienced Field Program Officer, this guide will provide you with a snapshot overview of RC(E) Stability Operations. It is not a complete reference – just the starting point, and Division staff can help provide more details and steer you in the right direction as needed.

The guide will be updated periodically, incorporating new information to make it more useful. This version includes:

- A review of Stability Operations, its structure, and objectives
- Brief descriptions of USAID programs throughout our Area of Operations (AO)
- Information on active programs in each province
- An overview of Agribusiness Development Teams (ADTs)
- An introduction to Commander’s Emergency Response Fund (CERP)
- Form and acronym annexes

The guide has been developed by RC(E) staff at Division, and we welcome your suggestions and/or additions. You will have your own tools to help refine program information in each province and district. PRT and DST staff have developed spreadsheets, or “cliff notes” to help them understand their AO. As we receive more information, additional annexes will be added – think of this guide as a “living” document, so you are encouraged to check the link on the SCR portal page for updates.

We appreciate your service on the RC(E) team, and we will continue our efforts to support your contributions to the government and people of Afghanistan in stability, governance, and development.

Stay safe,

A handwritten signature in black ink that reads "Dawn Liberi".

Dawn Liberi  
Senior Civilian Representative  
Regional Command-East

## Table of Contents

BLUF .....	7
Introduction .....	9
USAID, COIN and CT .....	9
Guiding principles for instrumental assistance .....	10
Role of RC(E) Platform .....	14
Composition of field staff and Platform staff .....	14
Team 1: Nangarhar, Konar, Laghman (NKL) Team .....	15
Team 2: Key Terrain Districts Team .....	15
Team 3: Stabilization Team .....	15
Team 4: Provincial Recognition Status Team .....	15
Development advisors at the Task Force, PRT and DST .....	15
Activities .....	16
Reporting and Supervision .....	16
Program Areas .....	17
Stabilization Programs (primary programs driven by field) .....	17
Local Governance and Community Development (LGCD) .....	17
Afghanistan Stabilization Initiative (ASI) .....	18
Afghan Civilian Assistance Program (ACAP) .....	18
Food Insecurity Response for Urban Populations (FIRUP – Cash for Work) .....	19
Agriculture, Watershed Management and Environment .....	20
Accelerating Sustainable Agriculture Program (ASAP) .....	20
Advancing Afghan Agriculture Alliance (A-4) .....	20
Afghanistan Farm Service Alliance (AFSA) .....	20
Title: Afghanistan Vouchers for Increased Production in Agriculture-Plus (AVIPA-Plus) .....	21
Afghanistan Water Agriculture and Technology Transfer Program (AWATT) .....	21
Agro-enterprise Development Alliance Afghanistan (ADA) .....	21
Biodiversity Conservation for Afghanistan .....	22
Biodiversity Support Program (BSP) for the National Environmental Protection Agency (NEPA) .....	22
Incentives Driving Economic Alternatives-North, East, West (IDEA-NEW) .....	22
Strengthening Market Chains for Afghan Grapes and Pomegranates .....	22

Pastoral Engagement, Adaptation and Capacity Enhancement Project (PEACE) .....	23
Economic Growth .....	24
Intervention Area I: Economic Policy & Trade.....	24
Economic Growth and Governance Initiative (EGGI).....	24
Trade and Accession Facilitation for Afghanistan (TAFA) .....	24
Intervention Area II: Financial Sector Development .....	25
Rural Finance and Cooperative Development (RUF COD).....	25
Financial Access for Investing in the Development of Afghanistan (FAIDA).....	25
Intervention Area III: Business Competitiveness .....	26
Afghanistan Small and Medium Enterprise Development (ASMED).....	26
Intervention Area IV: Land Reform.....	26
Land Reform in Afghanistan (LARA).....	26
Projects Pending Approval .....	27
Investment Promotion Partnerships .....	27
Workforce Development .....	27
Rapid Development of Sustainable Employment Opportunities.....	27
Infrastructure .....	29
Afghan Clean Energy Program (ACEP).....	29
Sustainable Water Supply and Sanitation (SWSS) Project .....	30
Education.....	32
Building Education Support Systems for Teachers (BESST) .....	32
Partnership for Community Education in Afghanistan (PACE-A).....	32
Higher Education Project (HEP).....	32
Afghan eQuality Alliances.....	33
Learning for Community Empowerment Program (LCEP-2) .....	33
Democracy & Governance .....	39
Afghan Social Outreach Program (ASOP).....	39
Afghanistan Civil Service Support program (ACSS) - (Formerly CS-CDP).....	39
Afghanistan Parliamentary Assistance Program (APAP) .....	39
Afghan Technical Vocational Institute (ATVI).....	40
Initiative to Promote Afghan Civil Society (I-PACS) .....	40

Rule of Law Stabilization Program (RLS) .....	40
Independent Administrative Reform and Civil Service Commission (IARCSC) Bamyán Provincial Training Center .....	41
Performance Based Governor’s Fund (PBGF) .....	41
Independent Media Development in Afghanistan .....	41
Afghanistan Municipal Strengthening Program (AMSP) .....	42
Support Increased Electoral Participation in Afghanistan .....	42
Support to the Electoral Process (STEP) .....	42
Strategic Support to the Government of the Islamic Republic of Afghanistan: .....	43
Enhancing Legal and Electoral Capacity for Tomorrow (UNDP/ELECT) .....	43
Health.....	44
Health Services Delivery Grant–Performance-based Partnership Grants (PPG).....	44
Health Services Delivery Grant – Partnership Contracts for Health (PCH) .....	44
Tech-Serve- Technical Support to the Central & Provincial Ministry of Public Health .....	44
Health Service Support Project (HSSP).....	45
COMPRI-A - Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan.....	45
Construction of Health and Education Facilities (CHEF) .....	46
Basic Support for Institutionalizing Child Survival-III (BASICS-III) .....	46
Higher Education Project: Kabul Medical University .....	47
Strengthening Pharmaceutical System (SPS) .....	47
Field Epidemiology and Laboratory Training Program (FELTP) .....	48
Tuberculosis Control Assistance Program (TB CAP).....	48
Health Care Improvement Project (HCI) .....	48
WHO Health and Emergency Response Support Grant: Polio Eradication Activities .....	49
UNICEF Health and Immunization Response Support .....	49
Health Systems 20/20 .....	49
Disease Early Warning System (DEWS).....	50
MEASURE DHS: Afghanistan Mortality Study .....	50
UNICEF Nutrition Program in Afghanistan.....	50
Child Survival Support Grant: Better Health for Afghan Mothers and Children Project .....	51

UNICEF Salt Iodization in Afghanistan.....	51
USAID projects in field - Funding .....	53
CERP Projects in the field .....	54
USAID Programs by Province.....	55
DoD Funding .....	69
Commander’s Emergency Response Program (CERP).....	69
Authorized Uses of CERP .....	69
Federal Acquisition Regulation (FAR) Waiver .....	71
CERP Restrictions.....	72
Micro-Grants .....	73
General Funding Approval Authorities .....	73
Agribusiness Development Teams.....	74
Background .....	74
ADT (State) Land Grant University (Reach Back) Supported Provinces .....	74
Annex 1: ACEP Project Nomination Form (PNF).....	76
Annex 2: ACAP Form .....	80
Annex 3: Common Acronyms .....	83
Annex 4: List of USAID Contractors and Grantees (COTRs/AOTRs).....	86

## BLUF

The civilian component of the USG's stability operations effort in Regional Command (East) involves many players working together:

- The civilians assigned to RC(E) numbers almost 175, and more will be assigned. Civilians are from the Department of State, USAID, and USDA.
- USAID is engaged in stability operations, humanitarian assistance and development activities throughout RC(E). As technical advisors, we monitor and implement USAID-funded projects and programs and advise other agencies and the military on effective development approaches.
- There is approximately 87 USAID staff throughout the AOR. Some are located at Bagram Airfield, at RC(E) headquarters, some are stationed at PRTs, and others are at DSTs.
- There are 14 PRTs in RC(E) and 18 DSTs, within 6 Task Forces. Civilian staff is integrated with military at each level.
- USAID has a wide range of programs available to support US objectives in the AOR. The three of most interest to Field Program Officers and the Military are LGCD (stabilization projects at the community level), ASI (OTI) and FIRUP (Cash for Work). Two medium-term programs of interest are SWSS (Water Supply) and ACEP (clean energy). These are described in this booklet, along with the other national programs that operate in the AOR. Points of contact for each program are listed, along with a brief description and participation criteria.
- The USAID presence at BAF mirrors that of the military's Division level, and is designed to synchronize civilian and military efforts across the region in a way impossible at either the PRT/DST or Mission level. The USAID presence has already helped immensely to reduce duplication and to improve USG coordination. As planning becomes better refined, it is our intention to have a single, focused approach to counterinsurgency and counterterrorism in the AOR.
- CERP, the principal DOD funding source for Afghanistan, spends around \$1 billion per year in RC(E), mostly on infrastructure. USAID FPOs should insert themselves into the CERP design and approval process wherever possible to ensure coordination between all forms of USG development assistance.
- USG development efforts are divided into four objective areas, each managed by a civilian-military team at the Division (Bagram) level. The teams and their geographic scopes are described in this guidebook. There are 34 civilian personnel at Bagram.
- The US Department of Agriculture provides critical technical assistance across the country in the area of agriculture. At present they do not administer programs directly, but this is changing. There is 31 USDA staff today in RC(E).
- The National Guard's Agribusiness Development Teams (ADTs) work throughout the AOR in a variety of areas to implement the USG agricultural strategy for Afghanistan.

*NOTE: This guide, for RC (East) field staff, is general, and does not constitute an official description of USAID programs or locations. As programs/information/personnel change frequently and the program listing is not all-inclusive, the most current information can be found within the responsible offices. Additionally, some information on funding and date-of-contracts should be considered 'procurement sensitive' and the field should direct questions to the responsible Kabul entity or the RC(E) division (platform) staff to answer. Updates and additional annexes will be issued periodically.*

*Additionally, projects which are not finalized are considered 'procurement sensitive' and this information should not be discussed outside USG agencies (may be shared with Coalition Forces) – such information should not be discussed with NGOs (local or international), organizations operating development projects (including current USAID implementing partners), nor with GIRoA, in order to ensure the procurement proceeds without interference.*

## Introduction

This is a guide to USG stabilization activities in the RC(E) battle space. As such it cannot be considered to be a policy document, but is designed instead for the use of field program officers in Afghanistan in order to help them design short and medium term activities, in cooperation with military partners, to foster stability and lay the groundwork for longer-term development programs.

### USAID, COIN and CT

USAID's involvement in counterinsurgency and counterterrorism has a long history, but until recent years there has been little developed in terms of best practices or practical users' guides for officers in the field. The best development guidance is designed for permissive environments and steady-state, multiyear programming. Recent developments in Afghanistan have made it possible to assemble a guide to programming in non-permissive and opposed environments.

The USAID White Paper on Counterterrorism and Counterinsurgency<sup>1</sup>, currently under review in Washington, provides a rich discussion of the forms of terrorism, violence and instability. It highlights the following points:

USAID is well-placed to engage in activities focused on both prevention and mitigation in counterinsurgency. When countering radicalization in its early incipient insurgency phase, USAID's activities should focus more directly on prevention, although conflict mitigation approaches may be employed as dictated by the context. Activities could include reintegration of former militants. On both the insurgency and terrorism radicalization trajectories, prevention activities are similar and are focused on addressing underlying grievances with the aim of denying future recruitment into terrorist and/or insurgent organizations.

Fundamental assistance (development assistance that seeks the improvement of the lives of its beneficiaries as its main objective) has a role in helping to reduce armed political violence. However, it will be primarily to backfill instrumental assistance programs and to capitalize on the immediate gains that short term instrumental programs may have achieved in setting the conditions and providing the security and political space to consider medium to longer term needs-based programming. *Fundamental assistance is necessary but alone, is not sufficient to address incipient insurgency, insurgency and/or terrorism dynamics.* The goals and objectives of fundamental assistance differ significantly from instrumental assistance as do some of the guiding principles.

For USAID working along the insurgency spectrum, instrumental assistance should prevent grievances from being mobilized towards increased radicalization and mitigate/deny recruits and popular support to insurgent movements. As assistance aims to counter pathways of radicalization and organized political violence it should also work to ensure enough space to begin to deliver fundamental assistance.

---

<sup>1</sup> *USAID's Approach To Countering Insurgency And Terrorism: A White Paper (Currently in Draft)*

### Guiding principles for instrumental assistance

In fashioning an Agency response to COIN and CT environments, it makes sense to look for guiding principles – what in our current development principles serves as a solid foundation for our approach to this problem set and what additional principles need to be taken on board?

USAID's *Nine Principles of Development*--ownership, capacity building, sustainability, selectivity, assessment, results, partnership, flexibility and accountability-- are critical principles in a fundamental assistance environment. However, their priority and application for instrumental assistance will differ substantially. *USAID, and our instrumental assistance, is an instrument of US Foreign Policy.* High-level policy-makers will decide when and where our tools and objectives will be focused to counter emerging threats.

1. ***Ownership: Build on the leadership, participation, and commitment of a country and its people.*** Population-centric approaches define instrumental assistance programs. This approach assumes that the center of gravity is the government's relationship with and support among the population. Counterinsurgency programs pursued by USAID must appropriately incentivize a community to protect and defend newly created assets such as small scale community infrastructure. Community ownership over and participation in a process is as important, if not more important, than the final deliverable product of a school, a well, or a road. Ultimately, a community's ownership of their own human security is paramount.

Successful counterinsurgency reinforces an affected host nation government as legitimate, controlling social, political, economic and security institutions that meet the population's needs, including adequate mechanisms to address the grievances that may have fueled support of the insurgency. Further, successful counterinsurgency is characterized by the insurgent movement and their leaders as co-opted, marginalized, or separated from the population, with the voluntary assistance and consent of the population.

2. ***Capacity Building: Strengthen local institutions, transfer technical skills, and promote appropriate policies.*** While institutional development is a hallmark of fundamental assistance, this principle must be tailored to the operational environment of instrumental assistance. Rapidly evolving, fast-paced and fluid environments will require shorter term programs that build confidence early among a population and demonstrate a more immediate impact. In these environments, USAID will work to enhance a local government's or community's responsiveness to their needs. When pursuing capacity building initiatives under instrumental assistance we must be cautious to avoid reinforcing negative perceptions of actors who have been deemed illegitimate or spoilers by the population. Our efforts are in support of a local entity's ability to develop enhanced effectiveness and legitimacy. Therefore, it's critical that whatever entity we are supporting be fully vetted by a population as a credible and legitimate partner. In the end, it is rarely if ever in the power of an outside agent to bestow legitimacy on a local actor, process or institution. It is granted by the local citizen.
3. ***Sustainability: Design programs to ensure their impact endures.*** For instrumental assistance, sustainability may be best achieved by explicitly linking short term counterinsurgency interventions with longer term, more enduring fundamental assistance once clearing operations have ceased and a modicum of security has returned. Enduring stability will depend on facilitating transitions between instrumental and fundamental assistance programs in an affected area.

4. **Selectivity: Allocate resources based on need, local commitment, and US Foreign Policy interests.** In an instrumental assistance environment the emphasis will be on US strategic foreign policy and national security interests, not basic needs or even, in some cases, local commitment.
5. **Assessment: Conduct careful research, adapt best practices and design for local conditions.** This is the number one principle of instrumental assistance. In the absence of rolling, context-specific assessments all other guiding principles are put at risk. It is important to emphasize the critical need for clear analysis and context-specific understanding of the political, social and religious dynamics of particular countries and regions. USAID has continued to pursue assessments and support analysis that furthers our understanding of extremism and terrorism. This has often led us to re-direct our programs. For example, in Morocco, USAID conducted a youth and extremism assessment which refocused programs to better target truly vulnerable youth and at-risk populations.

USAID must craft its assessments around the understanding of the pathways along which conflict develops and how conflict dynamics influence the character and scope of radicalization and insurgency. Responses should proceed by a well-grounded hypothesis concerning the nature of the threat; and will need to be tailored to the appropriate stage of the conflict, whether in an incipient phase or as a mature and developed movement, in order to be successfully implemented. Even so, instrumental assistance interventions will be most successful in countering the threats of terrorism and insurgency in their very early phases (incipient insurgency).

6. **Results: Focus resources to achieve clearly defined, measurable, strategically focused objectives.** For instrumental assistance, key objectives and impacts will directly respond to and measure reduction of armed political violence. Results for instrumental assistance programs targeted at countering insurgency will directly reduce insurgent influence. “This can often only be achieved in concert with political reform to improve the quality of governance and address underlying grievances, many of which may be legitimate” (USG Guide, pg 2). Once COIN objectives are achieved, transition can begin to more needs based, fundamentally oriented assistance. In incipient insurgency environments it is critical that instrumental and fundamental assistance are being leveraged and coordinated so as to almost seamless.
7. **Partnership: Collaborate closely with governments, communities, donors, NGOs, international organizations, universities and the private sector.** USAID’s assistance covers the full range of the relief to development spectrum. Therefore, we will implement both fundamental and instrumental assistance. Our business model relies heavily on working by, with, and through our implementing partners world-wide. As we evolve our COIN and CT programs, our implementing partners must support these missions and instrumental assistance objectives.

Successful programs will require the cultivation of productive alliances and partnerships across the USG that seek to strike a balance between civilian and military investments, where appropriate. A truly integrated, whole-of-government, approach is necessary to successfully address the proliferation of national security challenges we face globally.

USAID will need to be prepared to engage with non-traditional partners and USG actors with whom we may not have previously engaged. This will require an iterative process of defining the parameters and highlighting the issues associated with these actors, such as the intelligence community and divisions within the military community that may fall outside the scope of fundamental assistance, e.g. special operations. USAID must remain cognizant of the different goals and objectives of other agencies in these complex environments. Further, any engagement with other agencies must include an analysis of the implications and ramifications of how these relationships may affect USAID's more traditional partners (NGO's, IOs, host country governments, etc). USAID will need to engage in a dialogue on these issues with our partners.

8. ***Flexibility: Adjust to changing conditions, take advantages of opportunities, and maximize efficiency.*** In instrumental assistance environments, flexibility is the second most important guiding principle. Learning and adapting faster than the forces we are trying to confront is critical. Our systems, planning processes and operational platforms must be designed for optimal flexibility and responsiveness.
9. ***Accountability: Design accountability and transparency into systems and build effective checks and balances to guard against corruption.*** The emphasis for instrumental assistance should be on transparency and reinforcing credible actors' legitimacy by focusing on building trust within a community and between a community and the appropriate government entity. The surest way to undermine that trust is through corruption. The crude bargains of needing to "grease the wheels" or that "it's just part of the culture here" must be evaluated in terms of the downside risks of allowing corruption (from cronyism to self-dealing to thievery of millions of dollars) to go unchecked in exchange for tactical gains. Changing individual incentives, building in transparency and providing close oversight of assistance are the building blocks of accountable programs. In these environments, we will need to employ creative approaches to managing perceptions of assistance within a community, ensuring our instrumental assistance approaches help build and reinforce locally legitimate actors' accountability and responsiveness.
10. ***Effectiveness and Legitimacy: In addition to the adapted guiding principles above, effectiveness and legitimacy remain paramount concepts in CT and COIN environments.*** Research indicates that the instability associated with fragile states is the product of ineffective and illegitimate governance.<sup>2</sup> Legitimacy and effectiveness are most affected by perceptions of governance in the security, political, economic, and social domains. People's attitudes towards their government and its ability to solve their conflicts through peaceful means depend heavily on their perceptions of its effectiveness and legitimacy. As the perception of less and less of either occurs, a natural progression towards increased grievances usually occurs. Where both effectiveness and legitimacy are weak, conflict or state failure is likely to result<sup>3</sup> and in acute cases, may give rise to virulent insurgencies.

Effective, legitimate governments that meet the needs of their people and are capable of managing internal security threats are, almost by definition, unlikely to require counterinsurgency assistance. Governments that do require such assistance almost always need encouragement and assistance to address governance shortfalls,

---

<sup>2</sup> Research conducted in preparation of the USAID *Fragile States Strategy*.

<sup>3</sup> USAID *Fragile States Strategy*, p. 3.

corruption, and the real or perceived issues which insurgents use to mobilize the population. An intervening nation or coalition will almost always need to co-opt, persuade or occasionally pressure the local government to give up counter-productive behaviors, take genuine steps to reform its actions, win the support of its people and demonstrate effectiveness and legitimacy.<sup>4</sup>

As outlined above, *flexibility*, *assessment* and attention to the *effectiveness* and *legitimacy* of host governments is key to the success of instrumental assistance and represent the four pillars upon which CT/COIN programming should be built.

---

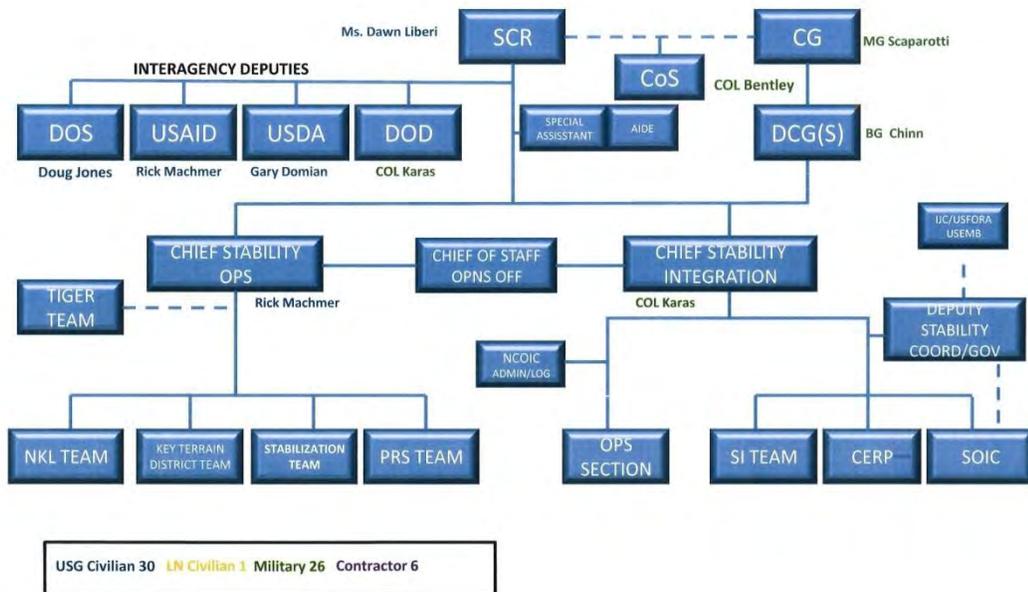
<sup>4</sup> U.S. Government Counterinsurgency Guide, January 2009, p. 29.

### Role of RC(E) Platform

Realizing the need to create an organization to mirror the military Division-level platform, in 2009 the US mission established a new structure at Bagram Airfield to complement Combined Joint Task Force-82 (CJTF-82) in its responsibility for programs in Regional Command East, or RC(E). The integrated civ-mil platform focuses its efforts on four objective themes, described below. To obtain an up-to-date directory of civilian personnel in the field, contact Rob Harper at RC(E) in the civilian command group : [Robert.harper@afghan.swa.army.mil](mailto:Robert.harper@afghan.swa.army.mil).

### Composition of field staff and Platform staff

#### RC(E) Stability Operations Organization



Scopes of work for the team members follow:

### **Team 1: Nangarhar, Konar, Laghman (NKL) Team**

Provide analysis and coordination for the BSO to increase capacity, legitimacy, and ability of the provincial governments to deliver basic services.

### **Team 2: Key Terrain Districts Team**

Enhance GIRoA's visibility, capacity and credibility to deliver essential services to the citizens of the 41 Key Terrain Districts, provide quick, focused initiatives to mitigate instability and force the tipping point toward stability.

### **Team 3: Stabilization Team**

Identify sources of instability and design appropriate interventions to expand human capacity linked with employment opportunities, strengthen ROL, target specific areas of corruption that undermine governance and development, link the population to legitimate government, and support community/informal government structures. Focus on the District Stability Framework as a mode of determining and analyzing the sources of instability, and measuring effects.

### **Team 4: Provincial Recognition Status Team**

Support provinces which demonstrate a sustainable GIRoA-led stability, governance and economic development future through the Provincial Recognition Status process, in which recognized provinces will be offered the accompanying Provincial Recognition Package

## **Development advisors at the Task Force, PRT and DST**

USAID Development Advisors play a key role in directing and shaping the development efforts of the Regional Command, Task Force, or PRT. As such they are members of an interagency team and responsible for bringing focus to the whole-of-government approach to economic and social development in the AOR. The Development Advisor may or may not be directly responsible for implementation or reporting on USAID or other donor funded projects. Aside from implementation, the principal duties and responsibilities involve advising, training and evaluating development programs and activities.

Their duties are as follows:

- a. Provide tailored development advice to the commander, military staff and civilian team members at the unit where assigned.
- b. Promote cooperation and coordination among USG civilian and military elements at the National, Platform (Division), PRT and DST levels to ensure effective counterinsurgency, stabilization and development programs. Where possible, maintain effective contact with the development and humanitarian communities in the AOR.

- c. Provide the unit commander and staff with prudent advice, guidance and recommendations relative to unit interaction and interface with USG agencies and implementing partners. Help the relevant unit to define its role and coordinate with the humanitarian community to achieve the best use of military assets by reducing redundant or counterproductive military activities.
- d. Ensure that personnel at the Division (Platform) and Mission (USAID/Kabul) level are provided all pertinent information relative to events and activities that relate to or could affect the implementation of their activities; Ensure that staff at these levels are cognizant of the unit's mission, capabilities and resources available for counterinsurgency, stabilization and development activities.

### Activities

- e. Security permitting, undertake regular visits to the field to observe the progress of USG-funded activities in the AOR;
- f. Develop and coordinate training sessions and provide information for staff in the unit on USAID capabilities and operations. Develop and arrange for training, exercises and joint activities that strengthen military-civilian cooperation related to the AOR;
- g. Advise on and review all proposed uses of CERP funding in the unit where assigned. Assist with de-conflicting and complementing CERP activities with existing USAID and other NGO activities. Where applicable, participate in higher level evaluation and review of CERP activities from subordinate units.
- h. Where possible, coordinate the evaluation, review and development of assistance programs and plans in the AOR of USAID programmatic activities with the development and humanitarian NGOs deemed of mutual interest and objectives in the region.
- i. Develop a network of working relationships with relevant US Military, USAID mission, regional platform and field officers, DOS and other interagency partners that promote and enhance collaborative efforts.
- j. In accordance with USAID Mission policies, establish the general guidelines to be used for the sharing and protecting of USAID specific programmatic and other information among US Military, DOS and other USG interagency partners..

### Reporting and Supervision

- k. Provide status reports to USAID/Kabul or the relevant technical offices on the implementation of national and other programs carried out in the AOR. Report on evidence of waste, fraud or abuse as required.
- l. Provide input for relevant US military and interagency documents as necessary.
- m. Act as a focal point or node of communication for DevAds and FPOs in subordinate units within AOR Supervisory relationships will depend upon the status and particular requirements of the position.
- n. As a rule, Development Advisors will be rated by the SO team leads for the Local Governance Development Program. Rating relationships should be clarified early in the assignment to avoid misunderstandings later.

## Program Areas

This section provides an overview of USAID programs in each sector that may be of interest to field personnel. Not all programs are reflected, and implementers /dates /amounts are subject to revision, and the information is meant only to provide general background. Below are the names of the points of contact in USAID/Kabul for each key sector described below.

	In Kabul	At Bagram
<b>Program</b>	Cynthia Judge	Patricia Orlowitz
<b>Agriculture</b>	Kim Lucas	Mary Lou Carlson
<b>Economic Growth</b>	Zdravko Sami	David Marsden/ Laurin Banner
<b>Health</b>	Susan Brock	Chip Oliver
<b>Education</b>	Grace Lang	Chip Oliver
<b>Infrastructure</b>	Jerry Bisson	Dorian Mead
<b>OTI</b>	Kirk Day	Scott Hocklander

## Stabilization Programs (primary programs driven by field)

### Local Governance and Community Development (LGCD)

Program budget: \$169,000,000

End Date: April 2011

The flagship program for the USAID Stabilization Unit is the Local Governance and Community Development (LGCD) Program. Active in 30 of Afghanistan's 34 provinces, LGCD is a medium-term development program designed to set the stage for long-term efforts. Implementation began in December 2006.

LGCD has four objectives: extend the reach of the government to unstable areas, engage at-risk populations, build trust between citizens and their government, and encourage local populations to take an active role in their development. These objectives are met through three key components of the program:

LGCD helps GIRoA to identify and address issues that are driving instability and support for the insurgency in outlying districts in the South, East, and West. LGCD aims to separate the population from the insurgency while linking the population to GIRoA. The ultimate goal is to create a stable environment for medium-term political, economic, and social development. Expected outcomes of LGCD include: greater community participation in the selection and implementation of small-scale stability activities; improved provincial and district government capacity

to deliver services that address citizens' needs; immediate employment generation; significant and lasting improvements in rural infrastructure (roads, bridges, irrigation systems, and power sources); expanded economic opportunities and access to public services; and stronger citizen support for GIRoA in insecure areas, resulting in greater stability. *Regional focus: South, East, and West*

- *Component 1 – Assess (Shape):* Assess community grievances and design cost-effective solutions to address those grievances;
- *Component 2 – Local Stability Initiatives (Clear):* Quick impact stability initiatives to meet recovery needs in priority communities;
- *Component 3 – Community Development and Mobilization (Hold):* Address priority grievances of at-risk populations through integrated community development projects.

### Afghanistan Stabilization Initiative (ASI)

Program budget: \$100,000,000

End Date: July 2010

The Afghanistan Stabilization Initiative (ASI) addresses instability at the local level in collaboration with the GIRoA. With the aim to build confidence and trust between GIRoA and local Afghan communities, ASI uses a community-based consultative approach that identifies and implements small community improvement projects, bringing together communities and legitimate local GIRoA actors. ASI creates conditions that build confidence between communities and GIRoA through the improvement of the economic and social environment in the targeted regions, and increases public access to information about GIRoA's social, economic and political activities and policies in Afghanistan. *Regional focus: less-stable districts in the South and East. (e.g. Sayed Abad, Sarkani, Khogyani, Orgun)*

### Afghan Civilian Assistance Program (ACAP)

Implementer: IOM

Program budget: \$27,000,000

End Date: April 2011

ACAP provides support for Afghan civilian families and communities that have suffered losses as a result of military operations between coalition forces and insurgents. ACAP provides sustainable assistance directly to families that typically include one or more of the following components: small business start-up and vocational training, literacy/numeracy training for adults, education support for school-age children, home repair and reconstruction, restoring livelihood sources or creating access to livelihood sources, and rebuilding vital community infrastructure. *Regional focus: nationwide, focus on South and East.*

### Food Insecurity Response for Urban Populations (FIRUP – Cash for Work)

FIRUP promotes stability through temporary employment and income generation in targeted populations to reduce the number of food-insecure and/or unemployed Afghans joining the insurgency. Project activities are implemented in close coordination with coalition forces engaged in clearing operations, or in advance of clearing operations to pave the way for a smooth transition. Key provinces are located in the South and East, as well as those in the North and West considered ready for the transition from *hold* to *build*. The focus in the South and East (*clear to hold* phase) is on quick impact programs that provide short-term livelihood opportunities in support of broader stabilization efforts. Activities include: street cleaning; rehabilitation of wells, drainage canals, schools, houses, and irrigation systems; and orchard plowing. During the *hold to build* period, projects consist of mid-term activities that support the transition from stability to longer-term development. Activities include: the repair of irrigation systems to increase agricultural production, rural farm to market and feeder road construction to improve market access, flood prevention, drainage system rehabilitation, and small scale water supply system rehabilitation.

*Regional focus: nationwide* (includes Logar and Wardak).

Implementer	Program Budget	End Date
<b>CARE</b>	\$25,000,000	March 2010
<b>CADG</b>	\$80,000,000	September 2010
<b>Mercy Corps</b>	\$38,500,000	November 2010
<b>World Vision</b>	\$16,500,000	September 2010

## Agriculture, Watershed Management and Environment

### Accelerating Sustainable Agriculture Program (ASAP)

Start/End Dates: Nov 2006 – 2011 extension

Brief Description: ASAP catalyzes the development of a dynamic agriculture system capable of responding to through increased competitiveness of Afghan agriculture products in domestic and international markets for high value commodities.

RC(E) Provinces Supported: Bamyan, Kapisa, Khowst, Kunar, Laghman, Logar, Nuristan, Paktya, Paktika, Panjshir, Parwan, Wardak

ASAP: National Agricultural Information System (1 Jan 2007 – 31 Mar 2010): Bamyan, Ghazni, Kapisa, Logar, Panjshir, Parwan, Wardak

Cashmere Value Chain (25 Apr 2007 – 31 Mar 2010): Bamyan, Khowst, Kunar, Laghman, Logar, Nuristan, Paktika, Paktya, Panjshir, Parwan, Wardak

ASAP: Grape Trellising (9 May 2007 – 31 Mar 2010): Parwan

ASAP: Support to Afghan Business Clients (1 May 2007 – 31 Dec 2010): Logar, Paktya, Panjshir, Parwan, Wardak

ASAP: Veterinary Field Units (VFUs) (19 May 2009 – 31 Dec 2009): Bamyan

ASAP: AgDepots (25 Jun 2007 – 31 Mar 2010): Bamyan, Logar, Panjshir, Parwan, Wardak

### Advancing Afghan Agriculture Alliance (A-4)

Start/End Dates: 14 Mar 2007 – 31 Dec 2010

Brief Description: Staff development, curriculum development for the faculty of agriculture and veterinary sciences, Afghan scholar program, and student training

RC(E) Provinces Supported: Nangarhar

### Afghanistan Farm Service Alliance (AFSA)

Mechanism: Cooperative Agreement

Start/End Dates: Mar 2008 – April 2010

Brief Description: Establish sustainable and improved commercial input supply and farm service infrastructure in Afghanistan; Ensure farmers access to affordable, timely and quality inputs and services; i.e., seeds, fertilizer, crop protection products and agriculture extension; Link farmers to cash market opportunities so that they may fully benefit from productivity and quality improvements brought about from the use of new inputs.

RC(E) Provinces Supported: Ghazni, Laghman, Kunar

### Title: Afghanistan Vouchers for Increased Production in Agriculture-Plus (AVIPA-Plus)

Mechanism: Cooperative Agreement

Start/End Dates: 25 Sep 2008 to 31 Aug 2010

Brief Description: AVIPA-Plus operates in two phases, providing subsidized seeds and fertilizer to a total of 247,000 needy farmers in 14 northern and western provinces. Food insecurity is generally more severe in the rural areas of Afghanistan as a result of insufficient local production of wheat and other cereals, low wages and household incomes, lack of other employment opportunities, declining livestock production, and insufficient water resources. AVIPA was developed with close guidance from the Ministry of Agriculture, Irrigation & Livestock (MAIL), cash for work, small grants program, agricultural vouchers program, agricultural training program

RC(E) Provinces Supported: Bamyan, Kapisa, Panjshir, Parwan

### Afghanistan Water Agriculture and Technology Transfer Program (AWATT)

Mechanism: Cooperative Agreement

Start Date: 3 Mar 2008 – 2 Mar 2011

Brief Description: AWATT builds capacity in monitoring efficient management of supply and demand of water, implementation of water related laws and policies at the farm level and framework linking teaching, research and extension.

RC(E) Provinces Supported – AWATT is a federal level activity with pilot areas are in Nangarhar for improved agriculture technology and water management and in Paktika (Zama watershed) for sustainable watershed management. (Villages - Balaghel, Laghmani, Dashto Opyan, Qalai-e-Naw, Qalai Khana, Khuja Saran, Bayan, Poli Clinic, Hadji Qudos)

### Agro-enterprise Development Alliance Afghanistan (ADA)

Mechanism: Cooperative Agreement (GDA)

Project Start Date: 1 Apr 2007 – 3 Dec 2010

Brief Description: The Agro-enterprise Development Alliance Afghanistan expands and improves sustainable agriculture-based livelihoods through the development of agricultural enterprises and markets.

RC(E) Province Supported: Bamyan, 6 villages

### Biodiversity Conservation for Afghanistan

Implementer: Wildlife Conservation Society (WCS)

Mechanism: Cooperative Agreement

Start/End Dates: 12 Jan 2006 – mid-2010 (ending)

Brief Description: The Biodiversity Conservation in Afghanistan Program builds capacity for Afghan central and local government and other stakeholders to address biodiversity conservation issues and improve natural resource management in selected areas with significant economic and biological values.

RC(E) Provinces Supported: Bamyan, Nuristan

### Biodiversity Support Program (BSP) for the National Environmental Protection Agency (NEPA)

Mechanism: Cooperative Agreement

Start/End Dates: 1 Oct 2007 – 30 Jun 2010

Brief Description: BSP builds capacity for NEPA in the implementation of environmental laws and policies, development of programs for external funding on community-based resource management and coordination of environment related activities.

RC(E) Provinces Supported: Bamyan, Ghazni, Kapisa, Khowst, Kunar, Laghman, Logar, Nangarhar, Nuristan, Panjshir, Parwan, Wardak

### Incentives Driving Economic Alternatives-North, East, West (IDEA-NEW)

Implementer: Development Alternatives Inc. (DAI)

Mechanism: Cooperative Agreement

Start/End Dates: 2 Mar 2009- 1 Mar 2014

Brief Description: IDEA-NEW supports the full range of agricultural development components including production, rural enterprise, infrastructure, access to financial services, and value-chain development for key regional industries and trade corridors.

### Strengthening Market Chains for Afghan Grapes and Pomegranates

Implementer: Mercy Corps

Mechanism: Cooperative Agreement (GDA)

Start/End Dates: 22 May 2008 – 21 May 2011

Brief Description: The Strengthening Market Chains for Afghan Grapes and Pomegranates Program increases capacity, increases sales, and creates jobs for Afghan participants in the grape and pomegranate value chains by domestic, regional, and international quality standards.

RC(E) Provinces Supported: Parwan

### Pastoral Engagement, Adaptation and Capacity Enhancement Project (PEACE)

Implementer: UC Davis- New Mexico State University

Mechanism: Cooperative Agreement

Starting/End Dates: 1 Jul 2006 – 30 Jun 2010

Brief Description: PEACE promotes development of the extensive livestock sector through support to policy planning, pastoral land tenure conflict resolution, and introduction of new technologies to improve rangeland management and livestock production and marketing and build capacity of government personnel responsible for planning and implementing livestock development and rangeland resource management.

RC East Provinces Supported: Bamyan, Kapisa, Panjshir, Parwan

## Economic Growth

### Intervention Area I: Economic Policy & Trade

#### Economic Growth and Governance Initiative (EGGI)

Implementer: Deloitte

Duration: August 2009 – August 2014

Budget: \$93 million

This project strengthens the Government of the Islamic Republic of Afghanistan's (GIROA) capacity to develop and implement economic and regulatory policy and to improve the enabling environment for the private sector. This will be accomplished through four primary project components: 1) National and Regional Economic Policy, 2) Financial Sector Strengthening, 3) Business Enabling Environment, and 4) sub-national implementation. Activities will focus on supporting economic cabinet-level decision making and enabling environment reforms, strengthening financial sector regulatory capacity and increasing access to financial services, and supporting key reforms to enable Afghanistan's private sector to generate investment, jobs and broad-based economic growth. In coordination with RCs, reforms will be implemented with line ministries in five key provinces: Herat, Mazar-i-Sharif, Jalalabad, Kunduz and Kandahar.

#### Trade and Accession Facilitation for Afghanistan (TAFA)

Implementer: Chemonics

Duration: December 2009 – December 2012

Budget: \$63 million

This project supports economic growth, trade, and investment in Afghanistan by improving the conditions for international and cross-border trade and transit. The project will help GIROA and the private sector to realize the advantages of greater regional and global trade linkages and export-oriented business development, and to reduce impediments affecting Afghanistan's trade and investment environment through assistance in three categories: 1) trade policy liberalization, 2) trade facilitation and customs reform, and 3) public outreach on trade-related issues. TAFA will also increase GIROA's capacity to effectively contract for services that utilize Afghan assets and promote public-private partnerships. The project supports regional coordination with a program in Pakistan. In coordination with RCs, sub-national efforts will focus on five key provinces: Herat, Mazar-i-Sharif, Jalalabad, Kunduz and Kandahar.

## Intervention Area II: Financial Sector Development

### Rural Finance and Cooperative Development (RUF COD)

Implementer: World Council of Credit Unions (WOCCU)

Duration: December 2009 – December 2012

Budget: \$60.5 million

This project utilizes a proven methodology to deliver financial services in rural and insecure areas to build self-sustaining and permanent Afghan-owned and governed financial institutions. USAID is supporting WOCCU to establish a network of credit unions that are Sharia-compliant (known in Afghanistan as Islamic Investment and Finance Cooperatives, or IIFCs), owned and operated by Afghans, and whose management and financing products have been adapted to the culturally and religiously conservative rural areas of Afghanistan. The WOCCU model offers financing (credit) mechanisms that are approved by local religious authorities. Governance of the IIFCs is executed through Shura councils drawn from respected members of the community, thereby linking repayment to the informal tribal structure. RUF COD will focus on expanding services to an additional 225,000 borrowers/savers in the east and south, beginning with the following communities/provinces: (RC-East) Baraki Barak, Logar province; Gardez, Paktya province; Sayed Abad, Wardak province; (RC-South) Na Wa, Sangin, and Nad Ali, Helmand province; Chora, Uruzgan province; Spin Bolak, Kandahar province; Balkh, Balkh province, and; Sarkani, Kunar province.

### Financial Access for Investing in the Development of Afghanistan (FAIDA)

Implementer: TBD

Duration: April 2010-April 2015 (TBD)

Estimated Budget: \$160 million

This project will build a sustainable, diverse and inclusive financial sector that can meet the needs of micro, small, and medium enterprises (MSMEs) throughout Afghanistan and generate quality employment, with a special focus on the agricultural sector and southern and eastern regions. FAIDA promotes financial sector development and stabilization by expanding access to credit, particularly in the south and east. Activities will focus on creating “quick response” points of access to credit while building a national-level foundation for a sustainable and inclusive financial system that will expand access to enterprises across the country. The project will support a range of institutions to meet the private sector’s demand for financial services through provision of wholesale lending capital, support for bank loan officer training, seed funding to support the Central Bank’s program for deposit insurance, and technical assistance to develop new products for agricultural lending, Sharia-compliant products, housing, leasing, mobile banking, and support microfinance and commercial bank’s association to advocate for the financial sector’s development.

## Intervention Area III: Business Competitiveness

### Afghanistan Small and Medium Enterprise Development (ASMED)

Implementer: Development Alternatives, Inc. (DAI)

Duration: October 2006 – October 2011

Budget: \$86 million

This project increases opportunities for trade, employment, and investment by improving private sector productivity. Through ASMED, USAID provides a full range of business development services to small and medium-sized enterprises and their supporting private sector institutions, advocates for policy reforms to eliminate barriers to establishing and sustaining successful businesses, supports the development of local business infrastructure, facilitates public-private partnerships, supports practical business training for private sector leaders, and facilitates internal and external market linkages for Afghan SMEs. The five specific activities financed under this project are: 1) Market Information, 2) Business Associations, 3) Business Development Services, 4) Global Development Alliances (GDAs) and 5) Human Capacity Building.

## Intervention Area IV: Land Reform

### Land Reform in Afghanistan (LARA)

Implementer: TBD

Duration: May 2010 – May 2013

Estimated Budget: \$140 million

This project will promote stability and economic growth working at the national, provincial and district levels by addressing land as one of the main triggers of conflict in Afghanistan. At the national level, LARA will result in the formulation and adoption of a coherent policy and legal framework by clarifying property rights, defining and recording property ownership, supporting the development of a competitive real estate market, streamlining regulations and procedures, and public education. At the provincial and district levels (focusing on urban and peri-urban land only) LARA will improve tenure security and jumpstart upgrading work in informal settlements in and around major cities throughout the country, including Kabul. A third component will provide community-driven dispute resolution services to resolve land-use and land ownership disputes as identified by Regional Commands and Provincial Reconstruction Teams. The project will deploy full-time land formalization teams in Kabul, Jalalabad, Herat, Lashkar Gah and Mazar-e-Sharif; teams will be managed by an Activity Manager based in the PRT or RC overseeing the region.

## Projects Pending Approval

### Investment Promotion Partnerships

Implementer: In partnership with the Afghanistan Investment Promotion Agency (AISA)

Duration: July 2010 – July 2013

IPP is designed to expand investment and technology transfer through the establishment and/or expansion of enterprises. In addition to matching investment capital of Afghan businesses, the activity will encourage foreign direct investment by facilitating joint ventures, franchises, licensing and assembly operations. IPP will have the flexibility to address public and nonprofit entities as well as the complete range of businesses. It will work through AISA regional offices and help to build core skills within the agency; due diligence, brokering investment promotion and reform of the business operating environment.

### Workforce Development

Implementer: Variety of Mechanisms TBD

Duration: August 2010 – August 2014

Workforce Development will partner with Afghan public and private-sector organizations to improve the access to and the quality of market-driven technical and vocational education and training (TVET) within a national qualifications framework. The overarching goal of the project is to increase the number job placements for target groups. TVET will improve curricula, develop new offerings, expand operations and enhance management in order to meet labor-market demands. The project will strengthen the capacity of GIROA and private-sector business/vocational training and education institutes through a mix of grants, technical assistance, training, and subcontracts.

### Rapid Development of Sustainable Employment Opportunities

Implementer: TBD

Duration: April 2010 – September 2011

The activity is designed to create jobs and economic opportunities by expanding markets, strengthening line-ministry policies and services at the district level, adding value to local production, reducing risks and helping to build economies of scale. The activity will explore and exploit the limited private sector/government capacity that exists in 48 targeted districts, help to build more capacity and link that incipient capacity to more permissive, profitable and higher potential areas. Likewise, it will extend the impact of current activities (or new activities) so that expanded value chains, increased market access and increased investment create jobs in the 48 districts. All grants, commodities, technical assistance, training and other services to local government, the private/civil sectors and PRTs will have a positive return on investment.



## Infrastructure

### Afghan Clean Energy Program (ACEP)

Project Duration: 2009-2011

The renewable energy component of the Afghan Clean Energy Program aims to provide Provincial Reconstruction Teams (especially in the South and East) with a demand-driven mechanism to supply remote rural communities with electricity. The program will promote energy independence, economic growth and poverty reduction through increased availability of renewable energy for public, business and household use, while developing the ability of Afghan businesses to manufacture, install and service renewable energy systems. Program activities will include design and installation of sustainable micro-hydro power (both new and rehabilitated), solar, wind and hybrid power systems. The program will build capacity within Afghanistan to plan, design, install and operate clean energy systems - both off-grid and connected to the grid. An enterprise-based approach will be pursued including micro-financing to encourage the productive use of electricity for target communities.

#### Site selection criteria for renewable energy sites:

- PRT communities
- Select communities or villages that identify the supply of electricity on a top priority need.
- Willingness of PRT and community for cost share and contributions to the selected sites.
- Ability of the community to identify, plan, manage and monitor its own development projects, as demonstrated by successful participation in the National Solidarity Program, Local Government Support Program or similar community development activity.
- Ability of the community to utilize the power for productive uses e.g., milling, bakery, stone crushing, cell phone battery charging and cool storage.
- Sites that support socially important uses of electricity such as health clinics, hospitals and schools.
- Overall project assessment appears feasible, including technical, financial, and administrative feasibility.
- Availability of demand for power and potential supply based on: proper estimation of the hydrology and hydraulics of the system for hydro power (there should be adequate flow in the river, adequate head at the site and stable terrain), estimated solar radiation for PV systems, estimated number of windy days and wind speed of sites selected for wind-power; the number of households in the community, the rates of population growth and in-migration into the community; desired productive uses of the power; security; accessibility (roads); access to manufacturer or installer; and ability and willingness to pay the operating, maintenance and repair costs of the facility over the long-term.
- In case of micro hydropower, in addition to producing electricity, there should be possibilities of using water for irrigation and there should be no conflict on the water use right in the source stream/river and the community recognizing that the community is responsible for resolving any conflicts, if any, before implementation.

- Local security to implement the project is required.

Process:

Based on the draft initial site selection criteria, PRT FPOs will provide Project Nomination Form(s) (PNFs) to the USAID RC(East) Review Board via Brigade DEVAD for approval to COTR. The COTR will arrange for implementation team to assess each nominated community/site that meets the selection criteria. The COTR and PRT review assessment and consult with key stakeholders. They sign an agreement among community, organization, GIRoA, PRT and USAID, then begin implementation.

RC East Provinces Supported: all

### Sustainable Water Supply and Sanitation (SWSS) Project

Project Duration: 2009-2011

Brief Description: The SWSS project aims to increase access to potable water and sanitation facilities, and improve hygiene behavior for poor and vulnerable populations in Afghanistan. Since the needs for potable water supply and sanitation are so large, it is important to strategically target project investments. To accelerate implementation of the SWSS we would like to identify draft site selection criteria that the SWSS contractor, upon mobilization and further analysis and consultation, will finalize.

Site Selection Criteria for SWSS:

- PRT priority communities
- Strong community demand as demonstrated by need, community interest, community contribution, etc.
- Level of security required for implementation of project activities
- Availability of water resources
- Strong PRT support
- Potential to leverage resources of PRTs and other partners (USG and non-USG).
- Existence of USAID Health activities
- Basic Package of Health Services (BPHS) districts
- Priority to co-locate with other USAID activities (OIEE, DG, EG, ADAG, FFP)
- Priority to BPHS districts with existing NGO work in water sector
- The potential to build on and complement past or present USAID/Afghanistan activities
- Existence of community organizations (CDSs, women's groups, farmers groups, microfinance groups, etc.) interested in supporting the SWSS project

- Priority should be given to rural areas but urban and/or semi-urban areas can also be considered
- The potential of community participation in identifying, planning and implementing development activities as demonstrated by their participation in other National Development Programs, i.e., NSP, LGSP, etc.

Process:

Based on the draft initial site selection criteria, PRT FPOs will provide Project Nomination Form(s) to the USAID RC(East) Review Board via Brigade DevAd for approval to COTR. The COTR will arrange for implementation team to assess each nominated community/site that meets the selection criteria. The COTR and PRT will review assessment and consult with key stakeholders. They sign an agreement among community, organization, GIROA, PRT and USAID, then begin design and implementation.

RC East Provinces Supported: all

## Education

### Building Education Support Systems for Teachers (BESST)

*Project Duration: 2006-2011*

*Total Estimated Cost: \$47,828,299*

### Partnership for Community Education in Afghanistan (PACE-A)

*Project Duration: 2006-2011*

*Total Estimated Cost: \$23,999,955*

The goal of this five-year project is to assist the Government of Afghanistan in strengthening and increasing community-based quality education for all in areas where there are no government schools. The project has two components: component I is concerned with expanding access to community-based schools, strengthening community structures and improving the quality of community-based education and component II builds the long-term capacity of civil society organizations (CSOs) and develops modes of cooperation between community-based and MOE schools.

BESST, a five-year, project awarded to Creative Associates International, Inc. in January 2006, works directly with the Ministry of Education at all administrative levels (and in collaboration with national and international partners) to improve the quality of education service delivery.

The USAID/BESST approach can be generally summarized as having two main components:

- Component I: Improve Primary School Teaching
- Component II: Strengthen Teacher Training and Support functions of MoE.

Practically speaking, a host of cross-cutting activities are carried out across the project throughout the year.

### Higher Education Project (HEP)

*Implementer: Academy for Educational Development (AED)*

*Project Duration: 2006-2011*

*Total Estimated Cost: \$38,014,504*

The Higher Education Project (HEP) assists the Government of the Islamic Republic of Afghanistan (GIRoA) to improve the quality of higher education, particularly through teacher training. HEP focuses on improving the teaching skills of professors through training in pedagogy, English, subject knowledge and professional attitudes. A key aspect of the project is to institutionalize structures and develop an academic culture that supports high-quality teaching and professional activities. The project covers 16 Faculties of Education in provincial universities as well as Kabul University.

### Afghan eQuality Alliances

*Implementer: Washington State University (WSU)*

*Project Duration: 2006-2011*

*Total Estimated Cost: \$12,000,000*

The Afghan eQuality Alliance project builds the future of Afghanistan through the strengthening of public and private universities, with a particular emphasis on links with government institutions such as the Civil Service Training Institute, businesses and other stakeholders in a strong university capacity. The project joins university experts from the region, Europe, Africa and the U.S. with Afghan university leaders to build core competencies in digital libraries, teaching and learning software platforms (ANGeL Centers), English, student preparation, facilities management and higher education leadership and management. This project has recently joined with the Aga Kahn School of nursing to revise the Bachelor's degree in this field.

### Learning for Community Empowerment Program (LCEP-2)

*Project Duration: January 2008 – January 2013*

*Total Estimated Cost: \$40,000,000*

The LCEP-2 project will provide adults in over 1,300 communities in Afghanistan with literacy and numeracy training integrated with productive skills training. By integrating productive skills into the literacy curriculum, as literacy progresses productive skills will also be enhanced, each building on the other. Additionally, LCEP-2 will emphasize providing career pathways for women through their engagement in literacy, self help savings and investment groups, and by teaching basic entrepreneurship and business skills that will assist them to start small enterprises.

Province	Key Education Activities: Historical and Current
Bamyan	<p>Providing face-to-face and radio-based <b>teacher support programs</b> to improve teachers' skills and performance in the classroom</p> <p>Supporting 116 <b>community-based schools</b>, and 36 <b>adult literacy classes</b> for 3,616 students to expand access and quality of education in areas where there are no formal schools</p> <p>Funding <b>remedial education</b> for out-of-school girls</p> <p>Fostering 20 local youth councils for 400 young people (50% female) to increase <b>youth participation</b> in the reconstruction and advancement of their communities</p> <p>Established 236 <b>literacy centers</b> currently offering an 18-month course in reading, writing, math, and critical thinking skills to 5,853 youth and adults (53% female) in 60 communities</p> <p>Training community leaders in <b>community mobilization, program management, and functional literacy skills</b></p> <p>Working with the Faculty of Education to <b>improve the teaching skills of professors</b> through training in pedagogy, subject knowledge, computer literacy, English, institutional development, leadership, management, administration, professional attitudes, and teacher standards</p> <p>Building a <b>Faculty of Education</b> at Bamyan University</p>
Ghazni	<p>Built or refurbished 26 <b>schools</b> and supported 59 <b>community-based schools</b> in three districts</p> <p>Supported 12 <b>adult literacy</b> and two <b>early childhood classes</b> to expand access and quality of education in areas where there are no formal schools</p> <p>Providing face-to-face and radio-based <b>teacher support programs</b> for 5,000 teachers in 441 schools</p> <p>Funding <b>remedial education</b> for out-of-school girls in one district</p>
Kapisa	<p>Established 229 (117 female) <b>literacy centers</b> for 5,000 youth and adults (52% female) in 71 communities</p> <p>Supported 106 <b>community-based schools</b> in five districts to expand access and quality of education in areas where there are no formal schools</p> <p>Providing <b>radio-based teacher support programs</b> to improve teachers' skills and performance in the classroom</p> <p>Training community leaders and village teachers in <b>community mobilization, program management and functional literacy skills</b></p> <p>Providing an 18-month course <b>in reading, writing, math, and critical thinking skills</b> for over 6,000 adults and youth</p>
Khowst	<p>Printing additional primary school <b>textbooks</b></p> <p>Providing face-to-face and <b>radio-based teacher support programs</b> for nearly 3,000 teachers in order to improve their skills and performance in the classroom</p> <p>Supporting <b>community-based education</b> (11 adult literacy and 8 early childhood classes) in six</p>

Province	Key Education Activities: Historical and Current
	<p>districts of the province in areas where there are no formal schools or schools for girls</p> <p>Building <b>Ministry of Education capacity</b> in education planning, management, and policy-making</p> <p>Improving students' <b>computer skills</b> and promoting the use of the Internet through the ANGeL Center for Teaching and Learning at Shaik Zayed University</p> <p>Constructing a <b>Teacher Training College</b> to build a corps of professional teachers able to provide quality education to Khowst's children</p> <p>Working with the faculty of education to <b>improve the teaching skills of professors</b> through training in pedagogy, subject knowledge, computer literacy, English, institutional development, leadership, management, administration, professional attitudes, and teacher standards</p>
Konar	<p>Built ten <b>schools</b></p> <p>Printed and distributed over one million <b>textbooks</b></p> <p>Providing <b>radio-based teacher support programs</b> in order to improve teachers' skills and performance in the classroom</p>
Laghman	<p>Built 20 <b>schools</b></p> <p>Printed and distributed nearly 2.5 million <b>textbooks</b>, basic education learning materials, and classroom supply kits for teachers and students</p> <p>Established 192 <b>literacy centers</b> for 4,800 youth and adults (70% female) in 48 communities</p> <p>Providing <b>radio-based teacher support programs</b> in order to improve teachers' skills and performance in the classroom</p> <p>Supporting 40 <b>community-based schools</b> in two districts to expand access and quality of education in areas where there are no formal schools</p>
Logar	<p>Built 19 <b>schools</b></p> <p>Printed and distributed over 1.3 million <b>textbooks</b></p> <p>Established 80 <b>literacy centers</b> for 2,000 youth and adults (88% female) in 20 communities</p> <p>Providing <b>radio-based teacher support programs</b> to improve teachers' skills and performance in the classroom</p> <p>Supporting 101 <b>community-based classes</b> in five districts to expand access and quality of education in areas where there are no formal schools</p>
Maydan Wardak	<p>Built seven <b>schools</b></p> <p>Printed and distributed over 1.7 million primary and secondary education <b>textbooks</b>, basic education learning materials, and classroom supply kits for teachers and students</p> <p>Supporting 103 <b>community-based school classes</b> in four districts to expand access and quality of education in areas where there are no formal schools</p>

Province	Key Education Activities: Historical and Current
	<p>Providing face-to-face teacher training and <b>radio-based teacher support programs</b> to approximately 3,500 teachers in 274 schools</p> <p>Building a <b>Teacher Training College</b> to build a corps of professional teachers able to provide quality education to Wardak's children</p>
Nangarhar	<p>Providing face-to-face teaching and <b>radio-based teacher support programs</b> for 8,400 teachers to improve teachers' skills and performance in the classroom</p> <p>Established 188 <b>literacy centers</b> currently offering an 18-month course in reading, writing, math, and critical thinking skills to over 4,600 youth and adults in 46 communities</p> <p>Supporting 62 <b>community-based classes</b>, 13 <b>adult literacy</b> and 4 <b>early childhood classes</b> in four districts to expand access and quality of education in areas where there are no formal schools</p> <p><b>Empowering youth</b> through civic education for reconstruction, building democracy, and development</p> <p>Training community leaders and village teachers in <b>community mobilization, program management and functional literacy skills</b></p> <p>Improving students' <b>computer skills</b> and promoting the use of the Internet through the ANGeL Center for Teaching and Learning at Nangarhar University</p> <p>Working with the faculty of education to improve the <b>teaching skills of professors</b> through training in pedagogy, subject knowledge, computer literacy, English, institutional development, leadership, management, administration, professional attitudes, and teacher standards</p> <p>Constructing a <b>Teacher Training College</b> to build a corps of professional teachers able to provide quality education to Nangarhar's children</p> <p>Sponsoring <b>continuing education opportunities</b> in Afghanistan and abroad for professors</p>
Nuristan	<p>Built three <b>schools</b></p> <p>Printed and distributed 1,049,971 <b>textbooks</b>, basic education learning materials, and classroom supply kits for teachers and students</p> <p>Providing <b>radio-based teacher training</b> to improve teachers' skills and performance in the classroom</p>
Paktika	<p>Built six <b>schools</b></p> <p>Printed and distributed 563,483 <b>textbooks</b>, basic education learning materials, and classroom supply kits for teachers and students</p> <p>Providing <b>radio-based teacher support programs</b> to improve teachers' skills and performance in the classroom</p> <p>Building a <b>Teacher Training College</b> to build a corps of professional teachers able to provide quality education to Paktika's children</p>

Province	Key Education Activities: Historical and Current
Paktya	<p>Built 29 <b>schools</b></p> <p>Printed and distributed over 1.2 million <b>textbooks</b> and provided basic education learning materials and classroom supply kits for teachers and students</p> <p>Introduced a <b>Teacher Standards Program</b> and a standards working committee for assessment and validation</p> <p>Established a <b>Professional Development Center</b> at Paktya University</p> <p>Supporting 174 <b>community-based classes</b> to expand access and quality of education in areas where there are no formal schools</p> <p>Established 192 (80 female) <b>literacy centers</b> currently offering an 18-month course in reading, writing, math, and critical thinking skills to over 4,800 youth and adults in 48 communities</p> <p>Working with the faculty of education to improve the <b>teaching skills</b> of professors through training in pedagogy, subject knowledge, computer literacy, English, institutional development, leadership, management, administration, professional attitudes, and teacher standards</p> <p>Sponsoring <b>continuing education opportunities</b> in Afghanistan and abroad for professors (one faculty member is attending a Leadership Study tour in Bangladesh and another is attending an Intensive English certificate course in Singapore)</p> <p>Building a new <b>Faculty of Education</b> at Paktya University</p>
13 Panjshir	<p>Built four <b>schools</b> province-wide</p> <p>Printed and distributed over 270,017 <b>textbooks</b>, basic education learning materials and classroom supply kits for teachers and students</p> <p>Established 239 <b>literacy centers</b> currently offering an 18-month course in reading, writing, math, and critical thinking skills to over 6,000 youth and adults (60% female) in 63 communities</p> <p>Providing both face-to-face-teaching and <b>radio-based teacher support programs</b> to over 1,000 teachers and administrators to improve teachers' skills and performance in the classroom</p> <p>Supporting 80 <b>community-based school classes</b> to expand access and quality of education in areas where there are no formal schools</p> <p>Training community leaders and village teachers in <b>community mobilization, program management, and functional literacy skills</b></p>
14 Parwan	<p>Built 29 <b>schools</b> province-wide</p> <p>Printed and distributed nearly 2.7 million <b>textbooks</b>, basic education learning materials and classroom supply kits for teachers and students</p> <p>Established 320 <b>literacy centers</b> currently offering an 18-month course in reading, writing, math, and critical thinking skills to over 7,000 youth and adults (74% female) in 67 communities</p> <p>Established a <b>Professional Development Center</b> at the university</p>

Province	Key Education Activities: Historical and Current
	<p>Supporting 92 <b>community-based schools</b> in three districts to expand access and quality of education in areas where there are no formal schools</p> <p>Providing <b>radio-based teacher support programs</b> to improve teachers' skills and performance in the classroom</p> <p>Training community leaders and village teachers in <b>community mobilization, program management, functional literacy skills</b></p> <p>Funding remedial education for <b>out-of-school girls</b></p> <p>Working with the faculty of education to improve the <b>teaching skills of professors</b> through training in pedagogy, subject knowledge, computer literacy, English, institutional development, leadership, management, administration, professional attitudes, and teacher standards</p> <p>Sponsoring <b>continuing education opportunities</b> in Afghanistan and abroad for professors</p> <p>Building a <b>Teacher Training College</b> to build a corps of professional teachers able to provide quality education to Parwan's children</p> <p>Building a <b>Faculty of Education</b> department at the university</p>

## Democracy & Governance

### Afghan Social Outreach Program (ASOP)

The Challenge: ASOP aims to link the traditional tribal, lineage, and religious leaders, and their shuras and jirgas, with modern governance structures at the district and provincial levels. The means to this end will promote good governance and will broaden representation for women, youth, internally displaced persons, and other marginalized groups in a culturally acceptable way.

Methodology. Our approach aims to build sustainable local institutions that can continue democracy building in Afghanistan beyond the life of the project. We will leave in place a trained network of community organizers who will knit together the main NGOs willing to work in volatile and unstable conditions. Our approach builds on the grassroots organizing experience of our subcontractor FLAG International (FLAG), which facilitated the village-level elections for Community Development Councils (CDCs) in Ghazni, and on our NGO partners. Our community organizers will become the trainers for IDLG's teams in other provinces in the future, and will provide in-house expertise that will build community organizing capacity in Afghanistan's NGOs over the long term.

### Afghanistan Civil Service Support program (ACSS) - (Formerly CS-CDP)

The ACSS is intended to support capacity building of Afghan national, provincial and district civil servants through the training and with development of the Afghan civil service system. The program will work through the Independent Administrative Reform of the Civil Service Commission (IARCSC) to build the capacity of the Civil Service Institute and provide training to provincial level line ministries in five core subject areas: Financial Management, Project Management, Human Resources Management, Procurement and Strategic Planning. The goal is to train 16,000 civil servants (4,000 in Kabul, 12,000 nationwide) in the five core subject areas over the course of two years and, ultimately, get the training to district levels civil servants. The first step is to develop curriculum and train trainers for a pilot program and thereafter begin trainings in provincial centers.

### Afghanistan Parliamentary Assistance Program (APAP)

Through the Afghanistan Parliamentary Assistance Program (APAP), USAID advances the Afghan Parliament's institutional, technical, and political development. APAP's support was crucial in establishing the first Afghan Parliament in more than 40 years. APAP assisted the government in creating the National Assembly by laying out its initial organizational structure, providing significant infrastructure, and training support staff prior to the first session. Ultimately, USAID's assistance will enable the Parliament to operate as a strong, independent, and effective legislative, representative, and oversight body.

### Afghan Technical Vocational Institute (ATVI)

The Afghan Technical Vocational Institute (ATVI) is a coeducational vocational school in Kabul that provides technical and vocational education for Afghan students in the key sectors of agriculture, construction, information and communications technology (ICT), and automotive mechanics. These sectors currently face significant skilled labor shortages in Afghanistan and have been identified by the Afghan Government as essential to future economic development. The objective of ATVI's managerial-focused training is for qualified graduates to find employment as entry to mid-level managers in their respective trades.

ATVI is a model public-private partnership between a U.S. company, Knowlogy International, which provided capital investment, and the Ministry of Education, which donated land. USAID provides ATVI with funding, technical assistance, and operational support. USAID also provides scholarships for male and female students from Kabul and other provinces. Operations began in April 2007 and are entirely managed by Afghan citizens.

### Initiative to Promote Afghan Civil Society (I-PACS)

A strong, vibrant civil society is an essential component of a flourishing democracy. USAID's Initiative to Promote Afghan Civil Society (I-PACS) encourages the development and growth of a politically active civil society in Afghanistan with an emphasis on women-focused organizations. Through I-PACS, USAID strengthens the role and viability of civil society in Afghanistan by providing technical assistance, capacity building training and grant support to civil society organizations (CSOs), as well as ensuring the implementation of the NGO law.

### Rule of Law Stabilization Program (RLS)

Project in procurement. Not to be discussed outside USG.

The Rule of Law Stabilization program (RLS) has three pillars: 1) Build the overall capacity of the judiciary and the faculties of law and Shari'a at the regional/district levels and at the nation level; 2) strengthen public legal outreach and awareness through strategic communications; and, 3) rapidly stabilize the traditional justice system and facilitate operation of the formal state court system, in support of counterinsurgency.

Activities will include support to the Afghan Court Administration System (ACAS) and training of judges, heightening focus on corruption and ethics, developing judicial performance assessment standards and assessment mechanisms. Activities for the law faculties will include developing a nationwide law curriculum, student advocacy skills and moot court competitions and establishing regional law libraries. Activities will include publishing and distributing legal-awareness print publications, broadcasting new radio and TV legal-awareness-programs, and developing the capacity of the Supreme Court, Ministry of Justice (MOJ) and the Afghanistan Independent Human Rights Commission. The programs support the operation of *shuras/jirgas* in pilot districts in the south, case referrals between the two systems, monitoring and tracking cases, recording decisions and documenting best practices, mapping the informal system, and supporting development of a national policy.

### Independent Administrative Reform and Civil Service Commission (IARCSC) Bamyan Provincial Training Center

The Independent Administrative Reform and Civil Service Commission (IARCSC) Bamyan Provincial Training Center offers comprehensive skills training to civil servants of the Islamic Republic of Afghanistan. The center provides the region's government employees with training in English, management, and computer skills, which enables them to deliver better public services to the people of Bamyan. The center's graduates are prepared to play a key role in implementing the ongoing Public Administration Reform process currently being introduced into the provinces.

### Performance Based Governor's Fund (PBGF)

The Performance-Based Governors' Fund (PBGF) to provide immediate, short-term funding, to support key operational needs. The program will enable Governors to be able to meet operational and community outreach needs, enhance their relationships with citizens and improve their overall management capacity to deliver essential services.

The Performance-Based Governors' Fund (PBGF) is an IDLG-led initiative, which will be coordinated with the Ministry of Finance (MoF), line ministries and other governance entities, to increase institutional capacity and implement core policy, as well as improve broader governance and support functions outlined under the Afghanistan National Development Strategy (ANDS) and IDLG's Five Year Strategic Work plan. The PBGF will be a 15 month, \$15.3 million pilot program that donors will look to expand into a longer assistance effort. In the short-term, and at the request of IDLG, the funding will be administered by an implementing partner. Medium-long term goals include integrating the funding into GIRoA systems, potentially through the Afghanistan Reconstruction Trust Fund (ARTF).

Through the PBGF, Governors will have access to a regular amount of funding provided through an implementing partner, from a baseline of \$25,000 per month (approximately \$300,000 per year), per province. If a further phase is implemented, it is intended that 'good' performing provinces will receive an additional disbursement, while poorly performing provinces will receive less than the median. The PBGF pilot will: (1) improve access to operational resources and funding for Governors to respond to provincial and citizen needs more effectively; (2) provide provincial administrations with the means and incentives to improve planning, budgeting and financial management capacity; (3) introduce new elements of the sub-national governance policy, including a bottom-up provincial planning process and a revised set of roles and responsibilities at the sub-national level; and (4) form the basis for a long-term performance-based program for Provincial Governors.

### Independent Media Development in Afghanistan

The Independent Media Development in Afghanistan program supports independent radio stations, providing access to unbiased news and information to Afghans on subjects such as human rights and gender equity. USAID also works to boost community awareness of legal rights through the broadcast of legal awareness radio programs and to promote the free exchange of information and ideas vital to the democratic process and development of civil society.

USAID is building the capacity of local, state and independent broadcast media through technical support, equipment upgrades, hands-on training in balanced and accurate reporting, and development of Afghan media policy and a regulatory framework.

### Afghanistan Municipal Strengthening Program (AMSP)

AMSP, and the follow-on program, provides capacity building assistance to 11 municipalities throughout Afghanistan. The MGSPA program will, beginning in 2010, expand the program to 42 municipalities. The program is designed to improve the ability of the mayor and municipal staff to respond to citizen needs and to provide essential services such as power, water, sanitation, safe roads, solid waste management and youth activities; to improve the capacity of municipal governments in the areas of administration, operations, maintenance and financial management; and, increase opportunities for positive youth engagement through sports activities, job skills trainings, and temporary employment.

RC(E) provincial municipalities currently supported: Jalalabad (Nangarhar), Khost (Khost), Tirin Kot (Uruzgan), Bazarak (Panjsher), Chaharikar (Parwan), Sharana (Paktika), Ghazni (Ghazni), Gardez (Paktya), Kandahar (Kandahar), Qalat (Zabul), Asadabad (Kunar), and Nili (Daykundi).

### Support Increased Electoral Participation in Afghanistan

The Support for Increased Electoral Participation in Afghanistan (2009-2010) program strengthens the ability of political stakeholders to articulate, organize, and compete in elections, as well as to increase public awareness and oversight of the electoral process. Through this program, USAID aims to increase broad-based participation in the electoral process, including at the sub-national level. It is implemented by the consortium for Electoral and Political Process Strengthening (CEPPS) comprising the International Foundation for Elections Systems, the International Republican Institute and the National Democratic Institute.

### Support to the Electoral Process (STEP)

Inactive at current time. Might be reactivated.

The STEP program supports increased electoral capacity and improved electoral administration in Afghanistan. STEP is working to build the capacity of the Independent Electoral Commission (IEC) to ensure the legitimacy of voter registration and electoral process. The project focuses on pre-election preparations, election operations and logistics as well as post-election sustainability. STEP is working with the IEC to increase its institutional capacity in the lead up to the 2009/2010 elections and to provide support to ensure transparency and broad-based participation in the electoral process in Afghanistan.

### Strategic Support to the Government of the Islamic Republic of Afghanistan:

This USAID program strengthens good governance by promoting ongoing development and stabilization efforts in national-level offices of the Government of the Islamic Republic of Afghanistan (GIROA). The program responds to strategic needs for stable governance, strengthening the institutions at the center of government by making them more streamlined, transparent, and effective in their support to the Office of the President. USAID assists with facilities upgrades, information technology, improving administrative work processes, training, policy development and human resources.

### Enhancing Legal and Electoral Capacity for Tomorrow (UNDP/ELECT)

Project Duration: Inactive but might be reactivated.

The ELECT Project strengthens the ability of the Government of the Islamic Republic of Afghanistan (GIROA) to conduct free and fair elections through support for civic and voter education, media development, development of operation and logistical systems, election observation, and support for political party development. The activities are intended to ensure credible, secure and inclusive elections processes where all candidates have fair access to media, travel and the ability to campaign.

## Health

### Health Services Delivery Grant–Performance-based Partnership Grants (PPG)

Project duration: until April 2010, may extend

Implementer: World Health Organization (WHO)

Estimated Budget: \$101,000,000

This grant supports the delivery of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS) through PPGs to five provincial level hospitals and 22 national and international NGOs serving 480 district level health facilities including District Hospitals, comprehensive health centers, basic health centers, and sub-health center clinics and approximately 5000 health posts in 13 provinces<sup>5</sup>. The BPHS and EPHS programs are the GIRoA's national strategies to deliver and expand health services to address the most common health problems throughout Afghanistan.

In November 2009, this grant converted to a host country contract with the Ministry of Public Health (MoPH). For the remaining period, the grant is only used as a backstop to assure no disruption in services during this transition.

### Health Services Delivery Grant – Partnership Contracts for Health (PCH)

Implementer: Ministry of Public Health (MoPH)

Duration: July 2008 – July 2014

Estimated Budget: \$236,455,840

In October 2009, the previous grant to WHO to support the delivery of BPHS and EPHS will convert to a host country contract with the MoPH. The MoPH is the first government agency within Afghanistan certified to receive direct funding from USAID. The BPHS and EPHS programs are the GIRoA's national strategies to deliver and expand health services to address the most common health problems throughout Afghanistan.

RC(E) provinces served: all covered by various donors; USAID directly supports some (Bamyan, Ghazni, Khowst, Paktika, Paktiya,

### Tech-Serve- Technical Support to the Central & Provincial Ministry of Public Health

Implementer: Management Sciences for Health (MSH)

Duration: July 2006 – September 2011

Estimated Budget: \$83,000,000

---

<sup>5</sup> USAID currently supports the implementation of the BPHS and EPHS in the following 13 provinces: Badakhshan, Baghlan, Bamyan, Faryab, Ghazni, Herat, Jawzjan, Kabul, Kandahar, Khowst, Paktika, Paktiya, and Takhar. Services in the remaining provinces are supported by the World Bank and the European Community.

Tech-Serve aims to build the capacity of the MoPH to be the steward of the health system and to improve the health status of the people. Tech-Serve works closely with the MoPH to strengthen its ability to manage the delivery system of the BPHS and EPHS; to improve the capacity of the Provincial Health Offices (PHO) in the 13 provinces; and to support the planning, management, supervision, evaluation and leadership capacity at the MoPH. For example, Tech-Serve has assisted the MoPH to develop national standards of health care delivery, supported the development of a new national child health policy, and worked with the MoPH to improve family planning policies and practices.

Additionally, Tech-Serve purchases and distributes pharmaceuticals to NGO health facilities and hospitals implementing the BPHS and EPHS in the 13 provinces supported by USAID (33% of budget).

### Health Service Support Project (HSSP)

Implementer: JHPIEGO

Duration: July 2006 – Nov. 2011

Estimated Budget: \$78,000,000

HSSP, in collaboration with the MoPH, provides technical assistance and capacity building support to contracted PCH NGOs to improve the planning, management, implementation, and quality of the BPHS and EPHS in the 13 USAID-funded provinces. Specifically, HSSP works with the MoPH to improve the quality of services provided to women of reproductive age and children under 5; to increase the number and performance of BPHS and EPHS service provider; to improve the capacity and willingness of communities to make informed decisions about their health; and to integrate gender awareness and practices into the BPHS and EPHS service delivery.

Through HSSP, USAID has supported the development of 8 community-based midwifery education programs in Bamyan, Badakhshan, Ghor, Jawzjan, Khowst, Paktika, Paktya, and Takhar provinces and 2 hospital-based midwifery training programs in Kabul and Herat, and has provided organizational capacity-building assistance and support to the Afghan Society of Obstetricians and Gynecologists (ASOG), the Afghan Midwives Association (AMA) and the National Midwifery Educational Accreditation Board (NMEAB). Additionally, HSSP collaborates with the Afghan Center for Training and Development (ACTD) to conduct gender research and to promote the integration of gender awareness and practice.

### COMPRI-A - Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan

Implementer: Futures Group

Duration: February 2006 – Nov. 2011

*Estimated Budget: \$ 21,000,000*

COMPRI-A focuses on improving the capacity of the private sector to provide health products and services throughout Afghanistan and promotes healthy behaviors for individuals, families and communities. The project targets the private sector such as pharmacies and private doctors with the aim of reaching people who do not utilize or have

no access to public services. Additionally, the project supports mass media campaigns through local television, radio stations, mobile cinema and live theater performances, and works with mullahs, imams and other key influencers to reinforce knowledge and behaviors about child survival, birth spacing and water treatment solutions that reduce diarrheal diseases. Health products, such as contraceptives, oral rehydration salts (ORS), and water purification tablets, are distributed through over 4,800 retail outlets.

Private pharmacists, doctors and midwives from private hospitals/clinics in Kabul, Kandahar, Nangarhar, Herat, Ghazni, Parwan Faryab and Khowst provinces have been trained and certified by the National Private Sector Health Training Center (NPSHTC) to promote modern contraceptives.

COMPRI-A has been instrumental in developing the Afghanistan Social Marketing Organization (ASMO) and has provided technical assistance to the Khalid Irshad Pharmaceutical (KIP), the first pharmaceutical company to receive ISO 9000 certification in Afghanistan.

### Construction of Health and Education Facilities (CHEF)

Implementer: International Organization for Migration (IOM)

Duration: January 2007 – January 2011 (extended)

Estimated Budget: \$33,000,000

CHEF supports the construction of two 100-bed hospitals in Paktya and Ghazni provinces, a 50 bed Women's Hospital in Samangan province, and a 20-bed hospital in Paktika province that will serve over 2 million Afghan citizens. Additionally, the project will build three midwifery education and training centers in Badakhshan, Bamiyan and Khowst provinces.

### Basic Support for Institutionalizing Child Survival-III (BASICS-III)

Duration: 2007 – Sept. 2010

Implementer: The Partnership for Child Health Care, Inc

Estimated budget: \$2,000,000

BASICS-III is a global program that supports the sustainable reduction of under-5 mortality. In Afghanistan, BASICS-III supports an ambitious program to improve the effectiveness and accessibility of child health, nutrition and related pediatric services through the development and integrated implementation of high impact interventions to prevent and reduce illness, mortality and malnutrition among Afghan children under five. BASICS/Afghanistan builds upon the successes of HSSP and Tech-Serve to focus central, provincial and community levels of the health system to attain and sustain decreased infant and child mortality.

In collaboration with the MoPH Department of Child and Adolescent Health, BASICS has provided assistance in the development of a Child and Adolescent Health Policy, a Child Health Strategy and a strategic framework for implementing the policy. Additionally, BASICS/Afghanistan works closely with PCH NGOs in the 13 USAID-

supported provinces to improve and sustain their ability to deliver the child health components of BPHS and EPHS including the Integrated Management of Childhood Illness (IMCI), child nutrition, malaria and immunization across the continuum of care.

### Higher Education Project: Kabul Medical University

Implementer: Academy for Educational Development (AED)

Duration: January 2007 – January 2011

Estimated Budget: \$5,400,000

HEP is working with the Ministry of Higher Education (MoHE) and the Kabul Medical University to improve the pre-service medical training offered in Afghan public universities to meet workforce needs and to establish a cadre of doctors graduating from Afghanistan's public universities who are able to offer high quality services in accordance with the BPHS and EPHS. HEP is helping the KMU to strengthen its relationships and collaboration with the MoPH and the 6 other public medical faculties in Kandahar, Jalalabad, Khowst, Herat, Balkh, and Kapisa provinces; revise and update its medical curriculum; improve teaching methods; strengthen systems of clinical rotations; and revise and rationalize admission requirements.

### Strengthening Pharmaceutical System (SPS)

*Project duration: 2008 – Sept. 2010*

*Implementer: Management Science for Health (MSH)*

*Estimated budget: \$4,500,000*

SPS is a global program that improves the availability of quality medicines and health commodities for priority interventions and promotes their appropriate use. SPS works closely with the MoPH to improve the rational use of medicine; build the capacity of MoPH to manage pharmaceutical services; strengthen the capacity of the MoPH to ensure the quality of pharmaceutical products entering and used within the country; establish a coordinated procurement and distribution system; and design a system for USAID procurement of pharmaceuticals. SPS builds on the work initiated under other projects to further advance strengthening the pharmaceutical management system in Afghanistan.

Through the project, SPS has worked with the MoPH General Directorate of Pharmaceutical Affairs (GDPA) to authorize the establishment of a National Drug and Therapeutic Committee. The NDTC is the main advisory committee for the MoPH for improving the selection, procurement, distribution and rational use of drugs. DTCs will also be established at the provincial level. SPS works with the Kabul University Faculty of Pharmacy to strengthen the curriculum to include the rational use of medicines and anti-microbial resistance and recently completed a National Medicine Quality Study to assess the quality of pharmaceuticals in the country.

### Field Epidemiology and Laboratory Training Program (FELTP)

*Implementer: The Centers for Disease Control and Prevention (CDC)*

*Estimated budget: \$1,225,000*

Through this interagency agreement, USAID is supporting the MoPH of Afghanistan to build public health capacity via the Field Epidemiology Training Program (FELTP). The FELTP is two-year training and service program designed for health professionals in entry and mid-level positions to build skills in applied epidemiology, surveillance and enhanced public health practice. Currently, three Afghan experts (two from the MoPH and one from the Ministry of Agriculture, Irrigation and Livestock (MAIL) are participating in the FELTP program in Islamabad, Pakistan. Twenty percent of their time is spent in classroom instruction and 80 percent of their time is spent conducting field work in Afghanistan. Plans also include the development of the FELTP program in Afghanistan. Funding for this program will be continued through the Global Fund for HIV/AIDS, Tuberculosis and Malaria (GFATM).

### Tuberculosis Control Assistance Program (TB CAP)

*Project duration: 2009 – Sept. 2010*

*Implementer: TB Coalition with KNCV TB Foundation*

*Estimated budget: \$4,000,000*

TB CAP is USAID's flagship mechanism for contributing to the global targets for TB control. In Afghanistan, this program provides technical assistance to the National Tuberculosis Control Program (NTP) of the MoPH as well as other stakeholders to support the implementation of TB control activities in Afghanistan, based on the Afghanistan National TB Strategy and introducing International Standards of Tuberculosis Care (ISTC).

### Health Care Improvement Project (HCI)

*Project duration: 2008 – April 2010*

*Implementer: University Research Co., LLC*

*Annual Funding: \$2,000,000*

HCI builds upon work initiated by other USAID programs to establish and implement quality standards for the BPHS and the EPHS. HCI will introduce the health care improvement collaborative approach which links established quality improvement methods with quality assurance standards at a systems level for rapid change and at the central and facility levels for large-scale impact. The MoPH selected reducing maternal and neonatal mortality as the initial focus of the quality improvement effort. Demonstration projects are underway in Balkh, Kunduz and Kabul provinces. In Kabul, HCI is working with four major public hospitals: Rabia Balkhi Hospital (RBH), Malalai Hospital, Isteqlal Hospital and Khair Khana Hospital. Additionally, HCI is working with the MoPH to institutionalize a quality improvement system by incorporating QI into its structure, function, and policies.

### WHO Health and Emergency Response Support Grant: Polio Eradication Activities

Implementer: World Health Organization

Duration: 2003 - present

Estimated Annual Budget: \$1,000,000

Activity Manager: Iqbal Roshani

WHO supports polio surveillance and supplemental immunization activities throughout Afghanistan. This will assure certification surveillance (detection, investigation, confirmation, and response to acute flaccid paralysis (AFP), the signal condition for polio) as well as support high quality national immunization campaigns to reach every child under age 5 with oral polio vaccine(s) as many times as needed to stop the transmission of live polio virus in the country. Afghanistan is one of only four countries in the world with active cases of live polio. WHO collaborates closely with the MoPH Dept. of Expanded Program of Immunizations (EPI) to implement these activities.

### UNICEF Health and Immunization Response Support

Implementer: UNICEF

Duration: 2003 - present

Estimated Annual Budget: \$1,000,000

Activity Manager: Iqbal Roshani

UNICEF provides support for polio communication and social mobilization activities in high-risk area in the south and east of Afghanistan, particularly in Helmand and Kandahar provinces, where new cases of polio have been detected. Activities will increase community acceptance of vaccination thereby leading to increased immunization coverage in every round. High quality immunization campaigns that reach every child under age five with oral polio vaccine(s), as many times as needed, will stop virus transmission. UNICEF collaborates closely with the MoPH Dept. of EPI at the central and provincial levels to implement the activities.

### Health Systems 20/20

Project duration: 2008 – Sept. 2011

Implementer: Abt Associates through Deloitte

Estimated budget: \$3,000,000

Health Systems 2020 is USAID's global health flagship program to strengthen health systems by using an integrated approach to financing, governance, operational and capacity constraints. This activity supports the MoPH to develop National Health Accounts (NHA), a critical input into the development of a solid health financing strategy for Afghanistan and improving evidence-based decision making by both the GIRoA and donors. NHA is a universally

accepted comprehensive methodology of systematically and consistently monitoring and accounting for a country's health expenditures in a given period. NHA assists policy makers in their efforts to better understand their health care system, rationally allocate resources and improve performance.

### Disease Early Warning System (DEWS)<sup>6</sup>

Implementer: World Health Organization

Duration: October 2008 – September 2010

Estimated Budget: \$2,000,000

Communicable disease accounts for 60-80% of all curative outpatient visits and over half of all deaths in Afghanistan. Consequently, control of communicable disease is one of the highest priorities for the MoPH. In mid-2006, WHO, with USAID support, developed an expanded and active version of Disease Early Warning System (DEWS) for Afghanistan to reduce morbidity and mortality through early detection and response to disease outbreaks. DEWS is coordinated across a number of programs within the MoPH.

Information on 15-targeted communicable diseases, such as avian flu, measles, pertussis, acute respiratory infections (ARI), typhoid and malaria is collected on a weekly basis from 175 sentinel sites across all 34 provinces. The project also receives technical assistance and support from the USDA.

### MEASURE DHS: Afghanistan Mortality Study

Implementer: ICF MACRO

Duration: May 2009 – December 2010

Estimated Budget: \$3,500,000

Afghanistan has one of the highest maternal mortality rates in the world. To assess objectively the progress made in the health sector towards the MDGs and the Afghan National Development Strategy (ANDS) objectives, the MoPH and other stakeholders are committed to conducting a survey to measure maternal mortality and other causes of death in Afghanistan. The study will provide national and regional data based on a nationally representative sample of households and will repeat a RAMOS survey in four districts for comparison purposes. The study will document the magnitude of maternal mortality, the main causes of death, risk factors, and barriers to access to inform health service delivery and shape future policies. The project is complemented with support from UNICEF, WHO, the World Bank and the European Commission.

### UNICEF Nutrition Program in Afghanistan

Implementer: UNICEF

---

<sup>6</sup> DEWS is funded through the Umbrella Grant to the World Health Organization

Duration: October 2008 – September 2009

Estimated Budget: \$1,500,000

Malnutrition is a major public health problem in Afghanistan and a significant contributing factor of maternal and child mortality. UNICEF is the main implementer of nutrition activities in Afghanistan and has been working with the MoPH for many years to establish and implement nutrition programs throughout the country. UNICEF and the MoPH aim to reduce morbidity and mortality from malnutrition in children between the ages of 6 and 59 months and reduce the prevalence of malnutrition in pregnant and breastfeeding women. Strategies include improving infant and young child feeding practices; improving knowledge and skills of health providers and community health workers in the prevention, detection and management of malnutrition at the household level; and creating a functioning system for community-based management of malnutrition. Project activities are coordinated by the Nutrition Cluster comprised of the MoPH, UNICEF, WHO, FAO, USAID and various NGOs, and is carried out by NGOs implementing the BPHS and is coordinated with other food and nutrition programs in order to maximize impact.

Funding for this Global War on Terror (GWOT) supplemental and buy-in agreement helps provide supplies and equipment to therapeutic feeding centers; high-energy biscuits, micronutrients and emergency nutrition kits; training support for health workers and service providers; and IEC materials on breastfeeding and other supportive nutrition practices.

#### **CENTRALLY FUNDED HEALTH PROJECTS FOLLOW:**

##### **Child Survival Support Grant: Better Health for Afghan Mothers and Children Project**

Implementer: World Vision

Duration: September 2008 – September 2012

Estimated Budget: \$2.360,000 (\$1600,000 USAID/\$760,000 WV cost share)

The Better Health for Afghan Mothers and Children Project will contribute to sustained improvements in maternal, newborn, and child (MNCH) health outcomes. The project supports the following MNCH community and facility-based interventions: infant and young child feeding, immunization, pneumonia case management, diarrheal disease prevention/case management, including a zinc supplementation pilot, and safe maternal and newborn care. Barriers to access are being addressed by expanding the roles of community health workers (CHW) and midwives; providing better quality of services by improving the competency and supervision of health services providers; and increasing equity through the active engagement of influential leaders and the community. The MoPH and two Afghan NGOs - the Coordination for Humanitarian Assistance (CHA), and MOVE Welfare Organization - implement the project in Herat Province.

##### **UNICEF Salt Iodization in Afghanistan**

Implementer: UNICEF

Duration: October 2009 – September 2010

Estimated Budget: \$250,000

In 2003, Afghanistan embarked on Universal Salt Iodization (USI) through a public and private partnership with financial resources from USAID, the Government of Japan and other donors with the goal of eliminating iodine deficiency disorders (IDD) by ensuring that 90% of the households in Afghanistan have access and consume iodized salt. Small scale salt traders were identified who agreed to form cooperatives that were provided with salt iodization plants and in turn, cooperatives contributed land, buildings, personnel and operational costs for iodized salt production. This funding continues the support for the provision of potassium iodate, for creating

## USAID projects in field - Funding

The following table shows cumulative disbursements of USAID funds by province and sector for the period 2002-April 2009, in millions of US\$.

Estimated Disbursements by Province and Sector														
Province	Agriculture	Alternative Development	Democracy & Governance	Economic Growth	Health	Education	Schools & Health Facilities	Water & Sanitation	Roads	Energy	Infrastructure Support	Program Support	PRTS	Provincial Totals
Bamyan	2.3	3.6	16.0	2.0	19.7	4.3	5.7	0.0	4.1	0.0	0.2	0.3	14.4	<b>72.5</b>
Ghazni	4.0	1.4	14.2	2.4	28.2	7.7	0.5	5.4	134.1	0.0	8.3	0.7	17.9	<b>224.8</b>
Kabul	13.1	29.0	114.8	129.3	38.8	53.2	10.8	24.6	22.9	340.3	59.5	0.5	35.8	<b>872.6</b>
Kapisa	2.4	1.0	8.3	0.1	1.0	5.0	2.8	0.0	0.5	0.5	0.1	0.3	6.0	<b>27.9</b>
Khost	0.9	0.3	8.3	0.2	13.7	6.9	3.9	1.9	9.1	0.0	0.2	0.5	8.9	<b>54.8</b>
Konar	8.0	5.6	6.1	1.0	0.6	1.2	1.5	0.0	46.1	0.0	3.7	0.7	13.5	<b>87.9</b>
Laghman	12.3	12.2	6.3	2.0	0.7	5.1	1.9	0.7	0.0	0.0	0.4	0.2	6.2	<b>48.1</b>
Logar	1.5	1.3	6.7	0.2	0.4	4.4	1.2	0.0	51.0	0.0	4.8	0.3	2.0	<b>73.8</b>
Nangahar	53.7	52.3	21.1	25.1	4.5	11.2	2.3	1.5	54.2	2.1	7.8	1.0	20.7	<b>257.3</b>
Nuristan	4.3	2.9	4.4	0.0	0.3	1.6	1.7	0.0	0.0	0.0	0.3	0.2	2.1	<b>17.7</b>
Paktika	0.8	0.0	10.6	0.2	10.3	1.3	0.7	0.4	2.6	0.0	0.0	0.3	10.1	<b>37.3</b>
Paktya	0.8	6.0	8.7	0.4	14.7	5.0	1.3	2.2	44.2	0.0	3.2	0.0	14.6	<b>101.1</b>
Panjsher	0.7	4.1	9.6	0.2	0.4	2.0	0.5	0.0	36.0	0.0	3.1	0.4	2.4	<b>59.3</b>
Parwan	16.0	6.3	17.7	0.9	1.2	7.2	4.1	0.0	16.9	0.5	2.5	0.4	2.0	<b>75.6</b>
Wardak	1.5	1.2	12.9	0.3	0.3	4.3	1.1	0.0	69.1	0.0	0.2	0.4	0.1	<b>91.3</b>
<b>Total</b>	<b>122.2</b>	<b>127.4</b>	<b>265.7</b>	<b>164.2</b>	<b>134.6</b>	<b>120.2</b>	<b>39.8</b>	<b>36.7</b>	<b>490.7</b>	<b>343.3</b>	<b>94.1</b>	<b>6.3</b>	<b>156.7</b>	<b>2101.9</b>

## CERP Projects in the field

The following table shows active CERP projects in 2009, in thousands of dollars.

Province	Bamyan	Ghazni	Kapisa	Khowst	Konar	Lahgman	Logar	Nangarhar	Nuristan	Paktika	Paktya	Panjshir	Parwan	Wardak	Provincial Total
Agriculture	118	1724	616	4801	31	2562	82	1293	869	904	2543	756	974	191	17464
Capacity Building					151	43	23	19	305	874	168	854	198		2633
Commerce & Industry					550		5		175					84	813
Community Development			185	57	311	122	194	255	144	85	872	673		533	3431
Condolence Payments				7				25	25		1				58
Education	546	1430	3151	7215	5626	2238	323	6136	2671	3281	7724	1840	3325	138	45642
Emergency Assistance					18		4	25	50	25		25	583		730
Energy		171	40		1381	59	326		4031	434	2151	451	2985		12027
Environment				530		65									595
Gender							350					148			498
Governance	1204	821	639	685	3378	199	404	706	1331	1149	1299	492	884		13192
Health	290	1494	143	462	3253		80	719	3324	1085	1136	888	1177	10	14061
Irrigation		137			735	485	105	354		1104	90		1250		4261
Security					1		97				107		198		404
Transport	27467	58466	54719	29930	64284	50325	24414	68740	37809	51915	36402	34948	49522	11284	600226
WATSAN		124		38	621	326	52	891	113	244	152		284	35	2880
Provincial Totals	29626	64366	59493	43725	80338	56423	26458	79162	50846	61099	52647	41074	61381	12276	718913

It is the goal of the Stability Ops office to align USAID and CERP funds more closely, and to develop common metrics to gauge progress.

## USAID Programs by Province

Note: In the PDF version of this document, in the following tables, the project names are hyperlinks that lead to fact sheets with more information on each project listed. (Information here is subject to revision/clarification in future updates.)

# Bamyan

### Agriculture

[Biodiversity Conservation and Natural Resources Management](#)  
[Agro-Enterprise Development Alliance Afghanistan \(ADA\)](#)  
[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

### Democracy & Governance

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)\)](#)  
[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)  
[Building Independent Media in Afghanistan](#)  
[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)  
[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)  
[Support to the Electoral Process \(STEP\)](#)

### Economic Growth

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)  
[Economic Growth and Governance Initiative \(EGGI\)](#)

### Education

[Faculties of Education](#)  
[Higher Education Project in Afghanistan \(HEP\)](#)  
[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)  
[Textbook Printing](#)  
[Learning for Community Empowerment Program \(LCEP-2\)](#)

### Health

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)  
[Technical Support to the Central and Provincial Ministry of Public Health \(Tech-Serve\)](#)  
[Basic Support for Institutionalizing Child Survival-III \(BASICS-III\)](#)  
[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)  
[Disease Early Warning System \(DEWS\)](#)  
[Strengthening Pharmaceutical Systems \(SPS\)](#)  
[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)  
[Health Services Support Project \(HSSP\)](#)  
[Health Systems 20/20](#)  
[Health Services Delivery Grant - Host Country Contract with the Ministry of Public Health](#)

### Infrastructure

[Construction of Health and Education Facilities \(CHEF\)](#)

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

### **Provincial Reconstruction Teams**

[Food Insecurity Response for Urban Populations \(FIRUP\) - North](#)

## Ghazni

### **Agriculture**

[Afghanistan Farm Service Alliance \(AFSA\)](#)

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

[Accelerating Sustainable Agriculture Program \(ASAP\)](#)

### **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Building Independent Media in Afghanistan](#)

[Afghanistan Municipal Strengthening Program \(AMSP\)](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

### **Economic Growth**

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

### **Education**

[Building Education Support Systems for Teachers \(BESST\)](#)

[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)

[Textbook Printing](#)

### **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[Technical Support to the Central and Provincial Ministry of Public Health \(Tech-Serve\)](#)

[Basic Support for Institutionalizing Child Survival-III \(BASICS-III\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Services Support Project \(HSSP\)](#)

[Health Systems 20/20](#)

[Health Services Delivery Grant - Host Country Contract with the Ministry of Public Health](#)

### **Infrastructure**

[Construction of Health and Education Facilities \(CHEF\)](#)

[Commercialization of Afghanistan Water and Sanitation Activity \(CAWSA\)](#)

[Strategic Provincial Roads \(SPR\)](#)

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

#### **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

[Afghanistan Stabilization Initiative \(ASI\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)

[Local Governance and Community Development \(LGCD\) Project](#)

## Kapisa

### **Agriculture**

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

### **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Building Independent Media in Afghanistan](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

### **Economic Growth**

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

### **Education**

[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)

[Textbook Printing](#)

[Learning for Community Empowerment Program \(LCEP-2\)](#)

### **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Systems 20/20](#)

### **Infrastructure**

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

### **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

Local Governance and Community Development (LGCD) Project

## Khowst

**Agriculture**

Pastoral Engagement, Adaptation and Capacity Enhancement (PEACE)

**Democracy & Governance**

Support to Sub-National Governance Institutions (RC(East)/(South)

CityLinks Project

Initiative to Promote Afghan Civil Society (I-PACS)

Building Independent Media in Afghanistan

Enhancing Legal and Electoral Capacity for Tomorrow (UNDP/ELECT)

Afghanistan Municipal Strengthening Program (AMSP)

Consortium for Electoral and Political Process Strengthening (CEPPS)

Support to the Electoral Process (STEP)

**Economic Growth**

Agriculture, Rural Investment, and Enterprise Strengthening (ARIES)

Afghanistan Small and Medium Enterprise Development (ASMED)

Economic Growth and Governance Initiative (EGGI)

**Education**

Faculties of Education

Building Education Support Systems for Teachers (BESST)

Higher Education Project in Afghanistan (HEP)

Partnership for Advancing Community Education in Afghanistan (PACE-A)

Afghan eQuality Alliance (AeQA)

Textbook Printing

**Health**

Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan (COMPRI-A)

Technical Support to the Central and Provincial Ministry of Public Health (Tech-Serve)

WHO Health and Emergency Response Support Grant: Polio Eradication Activities

Disease Early Warning System (DEWS)

Strengthening Pharmaceutical Systems (SPS)

MEASURE DHS Phase III: Afghanistan Maternal Mortality Study

Health Services Support Project (HSSP)

Health Systems 20/20

Health Services Delivery Grant - Host Country Contract with the Ministry of Public Health

**Infrastructure**

Construction of Health and Education Facilities (CHEF)

Strategic Provincial Roads (SPR)

Afghan Sustainable Water Supply and Sanitation (SWSS)

[Afghan Clean Energy Project \(ACEP\)](#)

### **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)

[Local Governance and Community Development \(LGCD\) Project](#)

## Konar

### **Agriculture**

[Biodiversity Conservation and Natural Resources Management](#)

[Afghanistan Farm Service Alliance \(AFSA\)](#)

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

[Accelerating Sustainable Agriculture Program \(ASAP\)](#)

### **Alternative Development**

[Incentives Driving Economic Alternatives - North, East, West \(IDEA-NEW\)](#)

### **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)

[Building Independent Media in Afghanistan](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#),

[Afghanistan Municipal Strengthening Program \(AMSP\)](#),

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

### **Economic Growth**

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

### **Education**

[Textbook Printing](#)

### **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Systems 20/20](#)

**Infrastructure**

[Strategic Provincial Roads \(SPR\)](#) , [Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

**Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

[Afghanistan Stabilization Initiative \(ASI\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)

[Local Governance and Community Development \(LGCD\) Project](#)

# Laghman

**Agriculture**

[Afghanistan Farm Service Alliance \(AFSA\)](#)

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

[Accelerating Sustainable Agriculture Program \(ASAP\)](#)

**Alternative Development**

[Incentives Driving Economic Alternatives - North, East, West \(IDEA-NEW\)](#)

**Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Building Independent Media in Afghanistan](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

**Economic Growth**

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

**Education**

[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)

[Textbook Printing](#)

[Learning for Community Empowerment Program \(LCEP-2\)](#)

**Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Systems 20/20](#)

**Infrastructure**[Strategic Provincial Roads \(SPR\)](#)[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)[Afghan Clean Energy Project \(ACEP\)](#)**Provincial Reconstruction Teams**[Afghan Civilian Assistance Program \(ACAP\)](#)[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)[Local Governance and Community Development \(LGCD\) Project](#)

# Logar

**Agriculture**[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)**Democracy & Governance**[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)[Building Independent Media in Afghanistan](#)[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)[Support to the Electoral Process \(STEP\)](#)**Economic Growth**[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)[Economic Growth and Governance Initiative \(EGGI\)](#)**Education**[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)[Textbook Printing](#)[Learning for Community Empowerment Program \(LCEP-2\)](#)**Health**[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)[Disease Early Warning System \(DEWS\)](#)[Strengthening Pharmaceutical Systems \(SPS\)](#)[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)[Health Systems 20/20](#)**Infrastructure**[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)[Afghan Clean Energy Project \(ACEP\)](#)**Provincial Reconstruction Teams**[Afghan Civilian Assistance Program \(ACAP\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East Local Governance and Community Development \(LGCD\) Project](#)

## Nangarhar

### Agriculture

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)  
[Advancing Afghan Agriculture Alliance \(A-4\)](#)

### Alternative Development

[Incentives Driving Economic Alternatives - North, East, West \(IDEA-NEW\)](#)

### Democracy & Governance

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)\)](#)  
[Building Independent Media in Afghanistan](#)  
[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)  
[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)  
[Afghanistan Municipal Strengthening Program \(AMSP\)](#)  
[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)  
[Support to the Electoral Process \(STEP\) , Capacity Development Program \(CDP\)](#)

### Economic Growth

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)  
[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)  
[Economic Growth and Governance Initiative \(EGGI\)](#)

### Education

[Faculties of Education](#)  
[Building Education Support Systems for Teachers \(BESST\)](#)  
[Higher Education Project in Afghanistan \(HEP\)](#)  
[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)  
[Afghan eQuality Alliance \(AeQA\)](#)  
[Textbook Printing](#)  
[Learning for Community Empowerment Program \(LCEP-2\)](#)

### Health

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)  
[Basic Support for Institutionalizing Child Survival-III \(BASICS-III\)](#)  
[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)  
[Disease Early Warning System \(DEWS\)](#)  
[Strengthening Pharmaceutical Systems \(SPS\)](#)  
[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)  
[Health Systems 20/20](#)

### Infrastructure

[Construction of Health and Education Facilities \(CHEF\)](#)

[Commercialization of Afghanistan Water and Sanitation Activity \(CAWSA\)](#)  
[Strategic Provincial Roads \(SPR\)](#)  
[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)  
[Afghan Clean Energy Project \(ACEP\)](#)

#### **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)  
[Afghanistan Stabilization Initiative \(ASI\)](#)  
[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)  
[Local Governance and Community Development \(LGCD\) Project](#)

## Nuristan

### **Agriculture**

[Biodiversity Conservation and Natural Resources Management](#)  
[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

### **Alternative Development**

[Incentives Driving Economic Alternatives - North, East, West \(IDEA-NEW\)](#)

### **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\) Initiative to Promote Afghan Civil Society \(I-PACS\)](#)  
[Building Independent Media in Afghanistan](#)  
[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)  
[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)  
[Support to the Electoral Process \(STEP\)](#)

### **Economic Growth**

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)  
[Economic Growth and Governance Initiative \(EGGI\)](#)

### **Education**

[Textbook Printing](#)

### **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)  
[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)  
[Disease Early Warning System \(DEWS\)](#)  
[Strengthening Pharmaceutical Systems \(SPS\)](#)  
[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)  
[Health Systems 20/20](#)

### **Infrastructure**

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)  
[Afghan Clean Energy Project \(ACEP\)](#)

**Provincial Reconstruction Teams**[Afghan Civilian Assistance Program \(ACAP\)](#)[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)[Local Governance and Community Development \(LGCD\) Project](#)

# Paktika

**Agriculture**[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)[Accelerating Sustainable Agriculture Program \(ASAP\)](#)**Democracy & Governance**[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)](#)[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)[Building Independent Media in Afghanistan](#)[Afghanistan Municipal Strengthening Program \(AMSP\)](#)[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)[Support to the Electoral Process \(STEP\)](#)**Economic Growth**[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)[Economic Growth and Governance Initiative \(EGGI\)](#)**Education**[Textbook Printing](#)**Health**[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)[Technical Support to the Central and Provincial Ministry of Public Health \(Tech-Serve\)](#)[Basic Support for Institutionalizing Child Survival-III \(BASICS-III\)](#)[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)[Disease Early Warning System \(DEWS\)](#)[Strengthening Pharmaceutical Systems \(SPS\)](#)[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)[Health Services Support Project \(HSSP\)](#)[Health Systems 20/20](#)[Health Services Delivery Grant - Host Country Contract with the Ministry of Public Health](#)**Infrastructure**[Construction of Health and Education Facilities \(CHEF\)](#)[Strategic Provincial Roads \(SPR\)](#)[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)[Afghan Clean Energy Project \(ACEP\)](#)**Provincial Reconstruction Teams**[Afghan Civilian Assistance Program \(ACAP\)](#)

[Afghanistan Stabilization Initiative \(ASI\)](#)  
[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)  
[Local Governance and Community Development \(LGCD\) Project](#)

## Paktiya

### Agriculture

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

### Democracy & Governance

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\) Initiative to Promote Afghan Civil Society \(I-PACS\)](#)  
[Building Independent Media in Afghanistan](#)  
[Afghanistan Municipal Strengthening Program \(AMSP\)](#)  
[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)  
[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)  
[Support to the Electoral Process \(STEP\)](#)

### Economic Growth

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)  
[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)  
[Economic Growth and Governance Initiative \(EGGI\)](#)

### Education

[Faculties of Education](#)  
[Higher Education Project in Afghanistan \(HEP\)](#)  
[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)  
[Textbook Printing](#)  
[Learning for Community Empowerment Program \(LCEP-2\)](#)

### Health

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)  
[Technical Support to the Central and Provincial Ministry of Public Health \(Tech-Serve\)](#)  
[Basic Support for Institutionalizing Child Survival-III \(BASICS-III\)](#)  
[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)  
[Disease Early Warning System \(DEWS\)](#)  
[Strengthening Pharmaceutical Systems \(SPS\)](#)  
[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)  
[Health Services Support Project \(HSSP\)](#)  
[Health Systems 20/20](#)  
[Health Services Delivery Grant - Host Country Contract with the Ministry of Public Health](#)

### Infrastructure

[Construction of Health and Education Facilities \(CHEF\)](#)  
[Commercialization of Afghanistan Water and Sanitation Activity \(CAWSA\)](#)  
[Strategic Provincial Roads \(SPR\)](#)

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

#### **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)

[Local Governance and Community Development \(LGCD\) Project](#)

## Panjsher

### **Agriculture**

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

[Accelerating Sustainable Agriculture Program \(ASAP\)](#)

### **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)\)](#)

[CityLinks Project](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Building Independent Media in Afghanistan](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)

[Afghanistan Municipal Strengthening Program \(AMSP\)](#)

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

### **Economic Growth**

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

### **Education**

[Building Education Support Systems for Teachers \(BESST\)](#)

[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)

[Textbook Printing](#)

[Learning for Community Empowerment Program \(LCEP-2\)](#)

### **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Systems 20/20](#)

### **Infrastructure**

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

# Parwan

## **Agriculture**

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)  
[Accelerating Sustainable Agriculture Program \(ASAP\)](#)  
[Strengthening Market Chains for Afghan Grapes and Pomegranates](#)

## **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)\)](#)  
[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)  
[Building Independent Media in Afghanistan](#)  
[Afghanistan Municipal Strengthening Program \(AMSP\)](#)  
[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)  
[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)  
[Support to the Electoral Process \(STEP\)](#)

## **Economic Growth**

[Agriculture, Rural Investment, and Enterprise Strengthening \(ARIES\)](#)  
[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)  
[Economic Growth and Governance Initiative \(EGGI\)](#)

## **Education**

[Faculties of Education](#)  
[Higher Education Project in Afghanistan \(HEP\)](#)  
[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)  
[Textbook Printing](#)  
[Learning for Community Empowerment Program \(LCEP-2\)](#)

## **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)  
[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)  
[Disease Early Warning System \(DEWS\)](#)  
[Strengthening Pharmaceutical Systems \(SPS\)](#)  
[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)  
[Health Systems 20/20](#)

## **Infrastructure**

[Construction of Health and Education Facilities \(CHEF\)](#)  
[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)  
[Afghan Clean Energy Project \(ACEP\)](#)

## **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)  
[Local Governance and Community Development \(LGCD\) Project](#)

# Wardak

## **Agriculture**

[Pastoral Engagement, Adaptation and Capacity Enhancement \(PEACE\)](#)

## **Democracy & Governance**

[Support to Sub-National Governance Institutions \(RC\(East\)/\(South\)\)](#)

[Initiative to Promote Afghan Civil Society \(I-PACS\)](#)

[Building Independent Media in Afghanistan](#)

[Enhancing Legal and Electoral Capacity for Tomorrow \(UNDP/ELECT\)](#)

[Consortium for Electoral and Political Process Strengthening \(CEPPS\)](#)

[Support to the Electoral Process \(STEP\)](#)

## **Economic Growth**

[Afghanistan Small and Medium Enterprise Development \(ASMED\)](#)

[Economic Growth and Governance Initiative \(EGGI\)](#)

## **Education**

[Building Education Support Systems for Teachers \(BESST\)](#)

[Partnership for Advancing Community Education in Afghanistan \(PACE-A\)](#)

[Textbook Printing](#)

## **Health**

[Communication for Behavior Change: Expanding Access to Private Sector Health Products and Services in Afghanistan \(COMPRI-A\)](#)

[WHO Health and Emergency Response Support Grant: Polio Eradication Activities](#)

[Disease Early Warning System \(DEWS\)](#)

[Strengthening Pharmaceutical Systems \(SPS\)](#)

[MEASURE DHS Phase III: Afghanistan Maternal Mortality Study](#)

[Health Systems 20/20](#)

## **Infrastructure**

[Construction of Health and Education Facilities \(CHEF\)](#)

[Afghan Sustainable Water Supply and Sanitation \(SWSS\)](#)

[Afghan Clean Energy Project \(ACEP\)](#)

## **Provincial Reconstruction Teams**

[Afghan Civilian Assistance Program \(ACAP\)](#)

[Afghanistan Stabilization Initiative \(ASI\)](#)

[Food Insecurity Response for Urban Populations \(FIRUP\) - South and East](#)

[Local Governance and Community Development \(LGCD\) Project](#)

## DoD Funding

This section discusses several of the DoD-managed and interagency funds which may be of interest to the field.

### Commander's Emergency Response Program (CERP)

CERP is an important and growing source of funding available to the US military. The following information is extracted from the Commander's CERP Handbook:

The Department of State (DOS) has the primary responsibility, authority, and funding to conduct foreign assistance on behalf of the U.S. government (USG). The legal authority for the DOS security assistance and development assistance missions is found in the Foreign Assistance Act of 1961, 22 U.S.C. §2151.1 An exception to this authority occurs when Congress enacts a Department of Defense (DOD) appropriation and/or authorization to conduct foreign assistance. The CERP, as currently funded, falls within this exception for Humanitarian Assistance Authorizations and Appropriations.

The CERP is resourced with federally appropriated funds of the USG. These funds are provided to military commanders to meet the urgent humanitarian relief and reconstruction requirements of the Afghan civilian population. The U.S. Army Budget Office provides CERP funds to the U.S Central Command Combined Forces Land Component Commander who, in turn, distributes these funds to the United States Forces-Afghanistan (USFOR-A). The USFOR-A J8 (Comptroller) and J9 (Civil Military Operations) staffs develop recommended CERP distribution plans for each of their respective Regional Commands (RCs) based upon desired effects, operational priorities, and the MSC's ability to execute the funding plan. All CERP distribution plans are approved by the USFOR-A Commander. The Commander of USFOR-A provides guidance, establishes priorities, and identifies focus areas for the use of CERP among subordinate headquarters in support of theater-specific strategic objectives and desired effects. These objectives may vary over time. Examples of theater-level objectives for the CERP include the following:

- Ensuring urgent humanitarian relief and reconstruction requirements are met for the indigenous population
- Improving local governance capacity by partnering with provincial government agencies in identifying, prioritizing, selecting, and developing projects
- Ensuring the larger, strategic projects and services are connected to the end user in local communities
- Creating momentum and conditions for economic recovery and development

RCs and tactical commanders, in coordination with local officials and other USG agencies, develop and approve CERP projects consistent with theater-specific guidance, their respective funding approval authority, and budget availability.

### Authorized Uses of CERP

Department of Defense Financial Management Regulation (FMR) DOD 7000.14-R, Volume, Chapter 27, and DOD policy outlined in the Under Secretary of Defense (Comptroller) Memorandum, Subject: Commander's Emergency

Response Program (CERP) Guidance, 16 January 2009, provides commanders with specific authorizations and restrictions on the use of CERP funds. The Undersecretary of Defense (Comptroller) guidance states CERP funds may be used to assist the Afghan people in the following representative areas:

- **Agriculture/Irrigation:** Projects to increase agricultural production or cooperative agricultural programs. This includes irrigation systems.
- **Battle Damage Repair:** Projects to repair, or make payments for repairs, of property damage that results from U.S., coalition, or supporting military operations and is not compensable under the Foreign Claims Act.<sup>4</sup>
- **Civic Cleanup Activities:** Projects to clean up public areas; area beautification. (streets, roads, parks, demolition of old buildings/structures, trash removal).
- **Civic Support Vehicles:** Projects that purchase or lease vehicles by public/government officials in support of civic and community activities (construction vehicles for public works, water and trash trucks, governmental vehicles for official duties).
- **Condolence Payments:** Payments to individual civilians for the death or physical injury resulting from U.S., coalition, or supporting military operations not compensable under the Foreign Claims Act.
- **Economic, Financial, and Management Improvements:** Projects to improve economic or financial security (marketing assistance programs, refurbishment of bazaars, micro-grants to individuals or small businesses, refurbishment of district centers).
- **Education:** Projects to repair or reconstruct schools, or to purchase school supplies or equipment (primary, middle, high schools; colleges, trade schools; school supplies, textbooks; furniture, desks, mats; sports equipment).
- **Electricity:** Projects to repair, restore, or improve electrical production, distribution, and secondary distribution infrastructure. (electrical production for villages and districts, distribution of high and low voltage to villages and districts, secondary distribution to individual buildings and homes, generators, studies)
- **Food Production and Distribution:** Projects to increase food production or distribution processes to further economic development (food handling technology, storage/warehousing, food labeling and packaging, food production safety).
- **Former Detainee Payments:** Payments to individuals upon release from coalition (non-Theater Internment) detention facilities.
- **Healthcare:** Projects to repair or improve infrastructure, equipment, medical supplies, immunizations, and training of individuals and facilities in respect to efforts made to maintain or restore health, especially by trained and licensed professionals.
- **Hero Payment:** Payments made to the surviving spouses or next of kin of Afghan or defense or police personnel who were killed as a result of U.S., coalition, or supporting military operations.

- **Protective Measures:** Projects to repair, improve, or enhance the durability and survivability of critical infrastructure sites (fencing, lighting, barrier materials, berming, guard towers).
- **Repair of Civic and Cultural Facilities:** Projects to repair or restore civic or cultural buildings or facilities (religious buildings, civic/community centers, Women’s centers, athletic venues, libraries, museums).
- **Rule of Law and Governance:** Projects to repair or develop government buildings such as administrative offices or court houses (judicial facilities, jails or temporary holding facility repair, public service facility improvements).
- **Temporary Contract Guards for Critical Infrastructure:** Projects including Sons/Daughters of Iraq and similar initiative in Afghanistan guarding critical infrastructure, including neighborhoods and other public areas.
- **Telecommunications:** Projects to repair or extend communication over a distance. The term telecommunication covers all forms of distance and/or conversion of the original communications, including radio, telegraphy, television, telephony, data communication, and computer networking. Includes projects to repair or reconstruct telecommunications systems or infrastructure.
- **Transportation:** Projects to repair or restore transportation to include infrastructure and operations. Infrastructure includes the transport networks (roads, railways, airways, canals, pipelines) that are used, as well as the nodes or terminals (such as airports, railway stations, bus stations, and seaports). The operations deal with the control of the system, such as traffic signals and ramp meters, railroad switches, and air traffic control.
- **Water and Sanitation:** Projects to repair or improve drinking water availability, to include purification and distribution (wells, water pumps, treatment facilities, production and distribution of potable water, trash collection points, waste disposal sites, sewage treatment solutions, dumpsters, public latrines, water studies, water testing).
- **Other Urgent Humanitarian or Reconstruction Projects:** Projects to repair collateral damage not otherwise payable because of combat exclusions or condolence payments. Other urgent humanitarian projects not captured under any other category (tents, tarps, blankets, clothes, hygiene kits, food, stoves, wood for stoves, coal/charcoal).

### Federal Acquisition Regulation (FAR) Waiver

Of additional importance to the commander using CERP funds is the “waiver authority” granted the Secretary of Defense in Section 1202, Ronald W. Reagan National Defense Authorization Act (Pub. L. 208-287). The language in the Authorization Act states that, “[f]or purposes of the exercise of the authority provided by this section or any other provision of law making funding available for the Commander’s Emergency Response Program...the Secretary may waive any provision of law not contained in this section that would (but for the waiver) prohibit, restrict, limit, or otherwise constrain the exercise of that authority.” To streamline CERP expenditures, the Secretary of Defense waived provisions of the FAR and other federal contracting and procurement rules that might otherwise prohibit CERP implementation. Specifically, commanders can give preference to Iraqi and Afghan contractors and are not

required to undertake the traditional “bid process” to identify the lowest cost to the government. This waiver is balanced by general fiscal prudence and local guidance that states commanders will not deliberately over pay for projects and will pay reasonable prices for supplies and services that yield a modest functional standard. Again, the intent of the CERP is to shape the battlefield by funding projects that provide immediate, tangible, relief to the indigenous populations, as well as inject money into the local economies by providing jobs to the unemployed.

### CERP Restrictions

Under Secretary of Defense (Comptroller) (USD[C]) guidance outlines that the CERP shall not be used for the following purposes:

- Direct or indirect benefit to U.S., coalition, or other supporting military personnel.
- Providing goods, services, or funds to national armies, National Guard forces, border security forces, civil defense forces, infrastructure protection forces, highway patrol units, police, special police, intelligence, or other security forces (except contract guards such as Sons/Daughters of Iraq and/or corresponding initiatives in Afghanistan).
- Except as authorized by law and separate implementing guidance, weapons buy-back programs, or other purchases of firearms or ammunition. (10 U.S.C. §127b allows the military to pay monetary rewards to people for providing USG personnel with information or nonlethal assistance that is beneficial to an operation or activity of the armed forces conducted outside the U.S. against international terrorism or for force protection of the armed forces. This reward program is not a weapons buy-back program; however, the USG will pay rewards for information leading to the recovery of enemy weapons).<sup>8</sup>
- Entertainment (except light refreshment costs purely incidental to either an approved CERP project opening ceremony or a conference in support of a CERP project).
- Reward programs. (However, many reward programs are authorized under 10 USC Section 127b and implemented in Iraq and Afghanistan through major command orders.)
- Removal of unexploded ordnance (unless incidental to construction or an agricultural development project).
- Salaries, bonuses, or pensions for Afghan or Iraqi military or civilian government personnel.
- Training, equipping, or operating costs of Afghan or Iraqi security forces.
- Conducting psychological operations, information operations, or other U.S., coalition, or Iraqi/Afghanistan Security Force operations. Support to individuals or private businesses (except for condolence, former detainee, hero, or battle damage payments as well as micro-grants).

Commanders may not circumvent established monetary limits and approval requirements for their echelon of command by “splitting” a single project into multiple, smaller-scale projects. The commander should apply the “complete and usable” concept to determine if a project is in potential violation of splitting. Specifically, this means any given project cannot be dependent upon the completion of another project to be “complete and usable” to the end user.

If in doubt on any potential use or restriction of CERP funds, commanders should get a ruling from unit legal, finance, and/or contracting officers.

### Micro-Grants

Micro-grants represent a modification to earlier CERP policy that prohibited direct payment to assist private businesses. The micro-grant program expands the flexibility of CERP and authorizes commanders to provide cash, equipment, tools, or other material support to small businesses that lack available credit or financial resources. Micro-grants are not a “free money” program. Micro-grants must be used with strict disciplinary measures in place to ensure the economic development objectives of the command are being advanced. The intent of the program is to increase economic activity, particularly in areas where small businesses have suffered because of insurgent or sectarian violence. The business activity must support coalition reconstruction and humanitarian assistance operations and meet specific criteria established by theater-specific policy.

Commanders should consider two points when implementing micro-grant programs within their areas of responsibility. First, they should require the enterprise to submit a proposal for the loan that outlines the enterprise’s spending plan. This proposal confirms the business leader’s legitimate intent for the coalition CERP funds. Additionally, commanders should require the business owner to accomplish the first elements of the business plan using his internal financial or material assets. This procedure confirms the owner’s dedication to his stated plan and minimizes the potential unauthorized use of coalition funds.

### General Funding Approval Authorities

The approval authorities outlined below reflect the implementing guidance from USFOR-A, as well as current theater specific standing operating procedures (SOPs) as outlined in the MAAWS-A.

In Regional Command-East (RC(E)), as in all of Afghanistan, the approval authority for projects in excess of \$1,000,000 is the Commander, CENTCOM. The Commander of RC(E) has the authority to approve all CERP projects between \$200,000 and \$1,000,000. Additional regulations stipulate that projects greater than \$500,000 require a contract by a warranted contract officer. Brigade Combat Team/Brigade Commanders have approval authority for CERP projects up to \$200,000. Battalion and PRT Commanders have the authority to approve projects up to \$50,000.

Battalion-level commanders have the approval authority for micro-grants valued up to \$5,000. Brigade-level commanders may approve micro-grants between \$5,000 and \$10,000. The Commander, USFOR-A retains approval authority for micro-grants in excess of \$10,000.

## Agribusiness Development Teams

### Background

Agriculture accounts for 45% of the Afghanistan Gross Domestic Product and employs over 70% of the population. Since 2007 the Agribusiness Development Teams (ADTs) have provided support to revitalizing the agricultural sector along with US Government civilian agencies (USDA, USAID). There are at present eight ADTs deployed in RC(E)ast with one additional ADT arriving in early FY 2010 for RC South.

The ADT concept was developed jointly by CJTF-82, the National Guard Bureau, and the US Embassy. Under the concept, the ADT is resourced by ARNG and ANG personnel with agricultural-related expertise. ADTs are advised to work within the US Agriculture Assistance Strategy for Afghanistan (FY 2009) and partner with USDA, USAID and others to ensure maximum use of resources and ensure deconfliction of projects.

Each ADT Team is fully resourced to conduct sustained independent operations. States partner with an Afghan Province and can “*Reach Back*” to their respective State Land Grant Agriculture Colleges and Farm Bureaus for required technical support. The ADT is under the operational control of a Brigade-level Taskforce, with ADCON to the PRT (PRT Integrated Command Team member).

The ADT Mission is to develop, man, equip, train, certify, deploy and sustain Army National Guard ADTs in order to promote the revitalization of the agricultural sector in various Afghanistan Provinces within the CJTF AOR. In order they must be prepared to provide additional ADTs into Theater based on CJTF requests.

The ADTs’ operational objectives are to: Improve access to technology; Improve access to capital; Improve market access; Provide adequate secure storage facilities; Improve delivery of Afghan agricultural support; Protect the food supply; Improve conservation practices; and Restore irrigation and crop land capacity. The Tactical Objectives are to provide the Provincial Ag Extension agents with structured agricultural technical advice, establishing a functional extension based service to the local farmers; Identify and promote access to local and regional markets; plan, build and provide sanitary livestock slaughtering facilities; Identify equipment, training and expertise needed to properly instruct Agricultural students at Provincial Universities; Plan build and provide “Cool Storage” facilities; Expand irrigation capacity and technology in the local river basins within assigned provincial areas; and establish Demonstration Farms to demonstrate advanced farming techniques, equipment and technology.

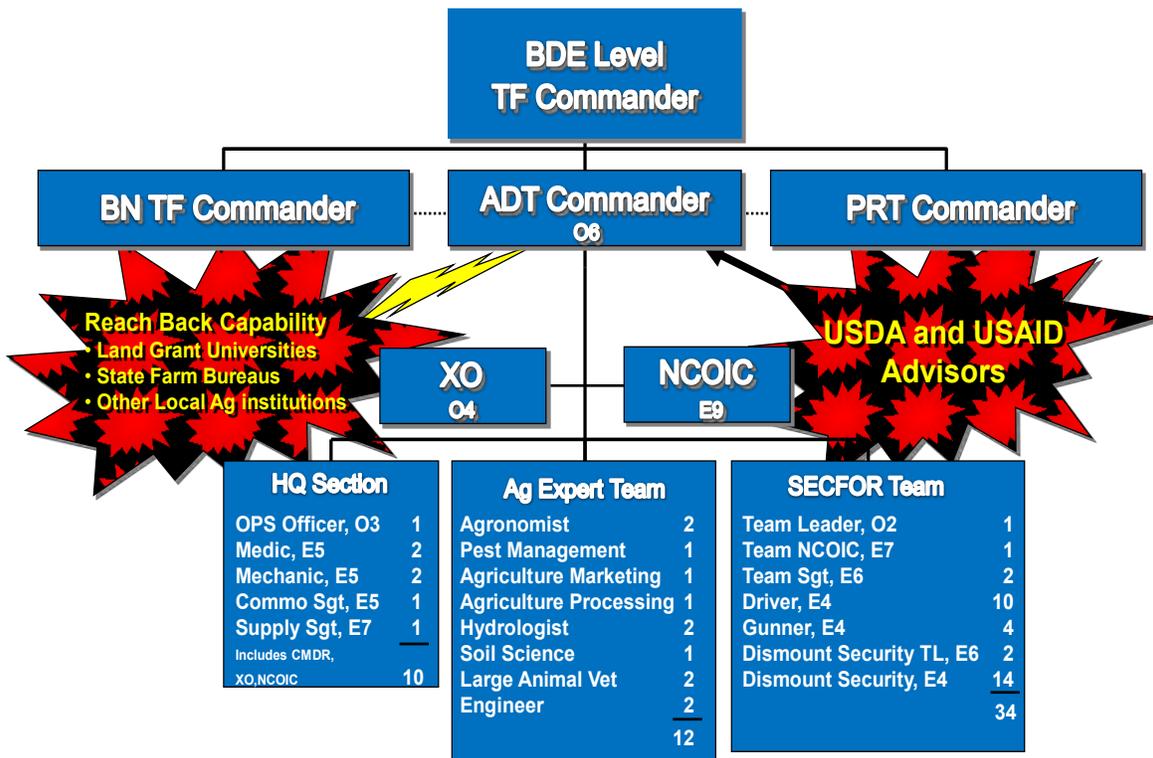
### ADT (State) Land Grant University (Reach Back) Supported Provinces

<b>Missouri ARNG</b>	<b>University of Missouri</b>	<b>Nangarhar</b>
<b>Texas ARNG</b>	Texas A&M	Ghazni
<b>Kentucky ARNG</b>	University of Kentucky	Parwan, Kapisa, Bamyan and Panjshir
<b>Tennessee ARNG</b>	University of Tennessee	Paktya and Western Paktika
<b>Indiana ARNG</b>	Purdue University	Khowst and Eastern Paktika

Kansas ARNG	Kansas State	Laghman
California ARNG	CA Poly	Konar
South Carolina ARNG	University of South Carolina	Logar
Arkansas ARNG	University of Arkansas (FY2010)	Zabul

UNCLASSIFIED

## ADT Command and Control Structure



# Annex 1: ACEP Project Nomination Form (PNF) Renewable Energy Component of the Afghan Clean Energy Program

*Please fill out the form to the best of your ability and knowledge.  
We can work with you to address any missing information.*

### General Information

- Province.....
- District.....
- Village.....
- Projected capacity of the project (kW).....
- Elevation of project site (m).....
- Project GPS location (choose lat/long or MGRS):
  - Latitude.....
  - Longitude.....
  - MGRS.....
- Access relative to nearest road .....
- Renewable energy resources present (wind, solar, stream/river).....
- Location of nearest electricity grid .....
- Estimated distance from site to the electricity grid (km) .....
- Distance from proposed powerhouse to center of the village (km).....
- Type of project
  - New project.....
  - Rehabilitation.....
- Status of project to be rehabilitated: (Mark the bullets accordingly)
  - Partially constructed (% of completion).....
  - Completed but not in operation.....
  - Damaged.....
  - Other .....

### Social Information

- Total population of village.....
- Number of households in the village.....
- Number of households to receive electricity from the proposed project.....
- Additional information.....

5. In case of micro hydropower (MHP) project:

- a. What is potential for conflict if water is already being used for other purposes (e.g. irrigation, drinking and industry)? .....

- b. Is it possible to generate electricity and at the same time draw water for irrigation, drinking, pumping and industry?

.....  
 .....

**Potential Electricity User Information**

- 1. What are the expected small scale industries, enterprises or productive end uses of electricity generated by the proposed site? .....

.....

- 2. Demand for power of small industries (kW).....

- 3. What are electricity usage hours in the village?  
 .....

- 4. What are the current means of electricity supply (e.g. grid, hydro, diesel generator, solar, wind)?  
 .....

- 5. What are the primary uses of electricity in the household?

- Lighting
- Cooking
- Boiling water
- TV/Radio
- Other

**D. Additional information**

Any specifications or quantifications of renewable energy sources or equipment potentials would be useful, but not required to make an initial determination on the merits of a particular project. These factors would include size and velocity of stream, wind speed, or solar potential.

---



---



---



---

Note: There are tools available to help you. For example the National Renewable Energy Laboratory (NREL) has produced the Geospatial Toolkit (GsT) and Hybrid Optimization Model for Electric Renewables (HOMER) to help estimate wind and solar power potential. CJTF-82 CJ7 Development has put together a good brief on GsT/HOMER.

For additional information contact: USAID Afghanistan

Office of Infrastructure, Engineering, and Energy

[rwardak@usaid.gov](mailto:rwardak@usaid.gov)

Criteria	Determination Yes or No	Rationale, justification, or supporting documentation
1. Is this a PRT priority community?		
2. Is electricity a top development priority for this community?		
3. Are both the PRT and target community capable and willing to contribute funds and labor to the proposed project?  If so, please state how much.		
4. Does the community have the ability to identify, plan, manage and monitor its own development projects, as demonstrated by successful participation in the National Solidarity Program, Local Government Support Program or similar community development activity?		
5. Is the community able to utilize the power for productive uses (e.g., milling, baking, stone crushing, cell phone battery charging, cool storage, or other enterprises)?		
6. Will this site support socially important uses of electricity such as health clinics, hospitals and schools?		
7. Does overall project assessment appear feasible, including technical, financial, and administrative feasibility?		
8. Does the demand for power meet and the projected supply?  Demand may be estimated by such things as the number of households in the community, the rate of population growth and in-migration, and desired productive uses of the power. Supply may be estimated (depending on the proposed system) by such things as adequate flow in the river, adequate head at the site, estimated solar radiation, estimated number of windy days and		

wind speed.		
9. Have technical and institutional support issues been addressed (e.g. site accessibility (roads), access to equipment dealer for maintenance, and ability and willingness of community to pay the operating and maintenance costs)?		
10. Is there a possibility of also using water for irrigation for micro hydropower projects?		
11. Is the community responsible for resolving any potential conflicts over competing uses of water before implementation of the project?		
12. Is safety and security an ongoing concern in the area and will it affect the success of the project?		
13. Can local security be provided during project implementation?		

## Annex 2: ACAP Form



### Afghan Civilian Assistance Program (ACAP) (‘Leahy Initiative’) NOMINATION FORM

**Submitted by:**

**Nomination number** *(to be filled out by IOM):* NOMKDHXXX

**Title and date of incident:**

**Location (village/district/province):**

**Brief Summary of Incident:**

**Background info** *(needs to show how the beneficiaries are eligible for Leahy Initiative assistance. Include any documentation available at this stage):*

**Beneficiaries:**

- Deceased:
- Injured:

**Suggested assistance** *(if applicable at this stage):*

- *(ACAP staff to discuss with the family of the beneficiary.)*

**Source of information (names/ contact info):**

Name	Position / Location	Contact Information
Name	USAID FPO Location	Number; email

**Other sources of information** *(if relevant, please provide a brief description of your source):*

- AP: [media link](#)
- UNDSS: SIOC Afghanistan Daily Security Situation Report:

**Assessment Strategy and Coordination****Strategy for further investigation / assessment:****Key stakeholders to coordinate with** *(include names and contact info):*

Name	Position and Address

**Other information:**

- Incident confirmation letter signed by
- IOM/ACAP makes its best efforts to determine whether international military forces were involved in a particular incident, the status of the individuals and communities impacted (civilian, combatant, etc), and the nature and scope of damages/losses.

However, IOM/ACAP does not have the technical capability, resources, or mandate to authoritatively determine liability, the status of those impacted, or the extent of losses. In those cases where the involvement of international military forces, the status of those impacted or the scope of damages is in dispute, IOM/ACAP may at its discretion (after consulting with all stakeholders and conducting reasonable due diligence of claims) still elect to assist individuals or communities that are in addition to those identified by one source. The decision to provide assistance will be made based on information available to IOM at the time of investigation. Heavy consideration will be given to unbiased reports, when available, by third-party actors such as the UN

**Checked by:**

**Approved by:**

Catherine Northing, IOM-ACAP Program Manager	Date

Valerie Ibaan, USAID/Afghanistan AOTR	Date

**Verified by:**

Field Program Officer, USAID/Afghanistan	Date

### Annex 3: Common Acronyms

ACAP	Afghan Civilian Assistance Program
ACEP	Afghanistan Clean Energy Program
ACSS	Afghanistan Civil Service Support
ADT	Agribusiness Development Team
AOR	Area of Responsibility
ASAP	Accelerating Sustainable Agriculture Program
ASI	Afghanistan Stabilization Initiative
ASOP	Afghan Social Outreach Program
BAF	Bagram Airfield
BESST	Building Education Support Systems for Teachers
BLUF	Bottom line up front
BSO	Battle space owner
BSP	Biodiversity Support Program
CDC	Community Development Council
CERP	Commander's Emergency Response Program
CG	Commanding General
CHEF	Construction of Health and Education Facilities
CJ	see CJTF
CJTF	Combined Joint Task Force
COIN	Counter-Insurgency
CoS	Chief of Staff
COTR	Contracting Officer's Technical Representative (previously called CTO – Cognizant Technical Officer)
CT	Counter-terrorism
CUA	Commander's Update Assessment
CUB	Commander's Update Briefing
Danida	Danish International Development Agency
DCG(S)	Deputy Commanding General

---

DG	Democracy & Governance
DevAds	USAID Development Advisors
DoD	Department of Defense
DOS	Department of State
DST	District Support Team
FAR	Federal Acquisition Regulation
FIRUP	Food Insecurity for Urban Populations
FPO	USAID Field Program Officer
GIRoA	Government of the Islamic Republic of Afghanistan
HEP	Higher Education Project
HSSP	Health Service Support Project
IDLG	Independent Directorate of Local Government
IJC	ISAF Joint Command
IO	Information Operations; also International Organization (also called PIO – Public International Organization)
ISORB	Interagency Stability Operations Review Board
LCEP	Learning for Community Empowerment Program
LGCD	Local Governance and Community Development
LN	Local National
LOG	Logistics
NCOIC	Non-Commissioned Officer in Charge
NEPA	National Environmental Protection Agency
NGO	Non-governmental Organization
NKL	Nangarhar, Konar, Laghman (
OPS	Operations
OTI	USAID's Office of Transition Initiatives
PACE-A	Partnership for Community Education in Afghanistan (PACE-A)
PNF	Project Nomination Form
PRS	Provincial Recognition Status
PRT	Provincial Reconstruction Team

---

ROL	Rule of Law
RC(E)	Regional Command (East)
RLS	Rule of Law Stabilization Program
SI	Special Issues
SO	Strategic Objective
Spt	Support
StabOps	Stability Operations
SWSS	Sustainable Water Supply and Sanitation
TCAPF	Tactical Conflict Analysis and Planning Framework (also sometimes TCAF – Tactical Conflict Assessment Framework)
TF	Task Force
TLR	Transfer of Lead Responsibility (see PRS)
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
USG	United States Government

## ANNEX 4

List of USAID Contractors &			Last Updated on 03/01/2010	
<b>OFFICE OF PROGRAM AND PROJECT DEVELOPMENT (OPPD)</b>				
Implementing Partner	COTR / ACOTR	Chief of Party	Telephone No	Email address
The Asia Foundation (TAF) 306-A-00-06-00503-04	Rahim Yahya / Nadia Shahezad	Richard L. Smith	0799-321-024	<a href="mailto:rlsmith@asiafound.org">rlsmith@asiafound.org</a>
World Bank Afghanistan EEE-G-00-02-00025-27	David Hatch / Farid Omari	Hugh Riddell	0700-875-359	<a href="mailto:hriddell@worldbank.org">hriddell@worldbank.org</a>
USDA (United State Department of Agriculture) 306-P-00-06-00529-04	N/A	Junko Williams	N/A	<a href="mailto:junko.william@fas.usda.gov">junko.william@fas.usda.gov</a>
Checchi and Consulting 306-M-00-07-00502-00	Tom Muga / Nick Vivio	Hoppy Mazier	0797-324-412	<a href="mailto:hmazier@afsupport.org">hmazier@afsupport.org</a>
<b>OFFICE OF ECONOMIC GROWTH (OEG)</b>				
Implementing Partner	COTR / ACOTR	Chief of Party	Telephone No	Email address
Afghanistan SME Development (ASMED) DAI, 306-C-00-07-00503-00	Sami Zdravko / Farid Barkzai	Michelle Mogan	079-300-1516 0706-766-899	<a href="mailto:michelle_mogan@dai.com">michelle_mogan@dai.com</a>
Building Livelihoods and Trade (BLT)/ Turquoise Mountain Foundation (TMF), 306-A- 00-08-00503-00	Farid Barkzai/ Sami Zdravko	Shoshana Coburn	0798-285-103 0706-141-394	<a href="mailto:shoshana@turquoisemountain.org">shoshana@turquoisemountain.org</a>
Provision of Civil Aviation Advisors for MoCAT FAA, 306-P-00-04-00565-00	Jaw id Tahiri	David Boulter	0700 172 299	<a href="mailto:BoulterDH@state.gov">BoulterDH@state.gov</a>
Provision of Advisors to the Ministry of Finance (Treasury Department) - US Treasury Dept., 306-P-00-07-00507-00	Jaw id Tahiri/ Khalil Behrami	Megan Gray	7980153345	<a href="mailto:mgray@otatreas.us">mgray@otatreas.us</a>
Trade Accession and Facilitation for Afghanistan (TAFA) - Chemonics, 306-C-00- 09-00529-00	Erin Pacific/ Khalil Behrami	Ronald Black	0793 400 658	<a href="mailto:rblack@chemonic.com">rblack@chemonic.com</a>
Rural Finance and Cooperative Development (RUF COD) - World Council of Credit Unions (WOCCU), 306-C-00-09-00531-00	Geoffrey Minott/ Zachariah Ratemo	Curtis Slover	0707 683 177	<a href="mailto:cslover@woccu.org">cslover@woccu.org</a>
Economic Growth & Governance Initiative (EGGI) - Bearing Point (Deloitte), EEM-I-00-07- 00005-00, TO#4	Heath Cosgrove/ Erin Pacific	Richard Laliberte	0799 181 338	<a href="mailto:rilaliberte@deloitte.com">rilaliberte@deloitte.com</a>

OFFICE OF SOCIAL SECTOR DEVELOPMENT (OSSD)				
Implementing Partner	COTR / ACOTR	Chief of Party	Telephone No	Email address
<b>Education</b>				
Academy for Educational Development (AED) 306-A-0-06-00506-00	Sarah Mayanja, Grace Lang, Shahnaz Hakim	Richard Waugh	0797-735-318	<a href="mailto:rw_auqh@aed.org">rw_auqh@aed.org</a>
Creative Associates International 306-M-00-06-00508-00	Renu Jain, Grace Lang, Alim Ghafary	Julio Ramirez	0796-046-488	<a href="mailto:julior@caii.com">julior@caii.com</a>
CARE 306-A-00-06-00518-00	Alim Ghafary Renu Jain	Nick Mills	0700-278-379 / 0798-205-965	<a href="mailto:nick.mills@af.care.org">nick.mills@af.care.org</a>
The Asia Foundation (TAF) 306-G-00-05-00525-00	Renu Jain, Shahnaz Hakim, Sarah	Lara Burger	0799-363-951	<a href="mailto:Lburger@theaisafoundation.com">Lburger@theaisafoundation.com</a>
American University (AUAF) 306-A-00-08-00525-00	Grace Lang, Sarah Mayanja	Michael Smith	0794-911-256	<a href="mailto:msmith@auaf.edu.af">msmith@auaf.edu.af</a>
UN HABITAT-LCEP II 306-A-00-08-00505-00	Iqbal Halimi, Renu Jain	Salem Helali	0700-289-582	<a href="mailto:salem.helali@gmail.com">salem.helali@gmail.com</a>
Washington State University (WSU) 306-A-00-06-00524-00	Sarah Mayanja, Grace Lang, Shahnaz Hakim	Suzanne Griffin	0799-658-593	<a href="mailto:griffinsm@wsu.edu">griffinsm@wsu.edu</a>
Oasis International School, Inc 306-A-00-05-00522-00	Iqbal Halimi, Renu Jain	John Brown	0707-276-410	<a href="mailto:javefbee@gmail.com">javefbee@gmail.com</a>
Arzu 306-G-00-08-00524-00	Renu Jain, Grace Lang	Razia Jan	0797-395-923	<a href="mailto:mamarazjan@gmail.com">mamarazjan@gmail.com</a>
<b>Health</b>				
Constella Futures Group GPO-I-00-04-00015-00	Susan Brock, Dr. Faiz Mohammad	Russ Fortier	0798-149-742	<a href="mailto:rfortier@futuresgroup.com">rfortier@futuresgroup.com</a>
JHPIEGO Corp 306-A-00-06-00523-00	Dr. Faiz Mohammad	Denise Byrd	0799-779-448	<a href="mailto:dbyrd@jhpiego.net">dbyrd@jhpiego.net</a>
Management Sciences for Health 306-A-00-05-00024-00	Mohammad Tara Milani	Dr. Mubarak Shah	0799-410-212	<a href="mailto:mmubarak@msh.org">mmubarak@msh.org</a>
WHO 306-G-00-06-00514-00	Dr. Faiz Mohammad	Abdul Azim	0799-325-337	<a href="mailto:abdulaa@afg.emro.who.int">abdulaa@afg.emro.who.int</a>

## OFFICE OF AGRICULTURE

Organization/Activity Description	COTR / ACOTR	Chief of Party	Telephone No	Email address
AECOM International Development Inc. 306-M-00-05-00517-00	Mohammad Nazir / Elizabeth Brown	Carson Coleman		<a href="#">Completed</a>
Associates Rural Development (ARD) 306-C-00-08-00515-00	Rory Donohoe /Kim Kim Yee	Jon Bormet	0797-325-004	<a href="mailto:jbormet@ardinc.com">jbormet@ardinc.com</a> (he will leave at the end of Feb/March 2010)
ADP-SW Alternative Development Program - Chemonics International 306-M-00-05-00516-00	Rory Donohoe / Kim Kim Yee	Henry Kooner		<a href="#">Project Completed</a>
ASAP - Accelerating Sustainable Agriculture Program - Chemonics International 306-C-00-07-00501-00	Sukhminder Dosanjh/Ali Ahmad	Dan Mooney	0797-272-476	<a href="mailto:jdmooney@asap-af.com">jdmooney@asap-af.com</a>
Afghanistan Farm Service Alliance - Citizens Network for Foreign Affairs (CNFA) 306-A-00-08-00517-00	Said Pacha Latton/Ali Ahman/Sukhminder Dosanj	Rick Pierce	0706 010 045	<a href="mailto:rpierce@cnfaafghanistan.org">rpierce@cnfaafghanistan.org</a>
Catholic Relief Services (CRS) 306-A-00-07-00504-00	Mohammad Aslam Amiri/Elizabeth Brown	Matt McGarry	0796-568-731	<a href="mailto:mmcgarry@crsherat.org">mmcgarry@crsherat.org</a>
Catholic Relief Services (CRS) 306-A-00-08-00511-00	Ali Ahmad / Said Pacha Latton	Matt McGarry	0796-568-731	<a href="mailto:mmcgarry@crsherat.org">mmcgarry@crsherat.org</a>
ADP-E Alternative Development Program - Development Alternative Inc. (DAI) 306-M-00-05-00515-00	Jeffery Allen / Adel Khaksar	Jonathan Greenham		<a href="#">Project Completed</a>
Biodiversity Support Program (BSP) for the National Environmental Protection Agency (NEPA)- ECODIT EPP-I-02-06-00010 (Task Order No#2)	Mumtaz Ahmad Ahmadi/Mia Abdul Saboor	Charles Hatch	0777-825-855	<a href="mailto:chatch@ecodit.com">chatch@ecodit.com</a>
GPFA & Cornell University 306-A-00-06-00531-00	Mohammad Aslam Amiri / Elizabeth Brown	Zundi Gul Zamani		<a href="#">Project Completed</a>

GPFA & Cornell University 306-A-00-06-00531-00	Mohammad Aslam Amiri / Elizabeth Brown	Zundi Gul Zamani		<a href="#">Project Completed</a>
ICIMOD-Afghanistan Country Office 306-A-00-07-00512-00	Mohammad Aslam Amiri/Catalina Jensen	Ambika Guautam		<a href="#">Project Completed</a>
International Relief & Development, Inc DFD-A-00-08-00304-00	Kim Kim Yee / Katya Sienkiewicz	Robert Bassak	0796-110-093	<a href="mailto:rbassak@ird-av.org">rbassak@ird-av.org</a>
Strengthening Market Chains for Afghanistan Grapes and Pomegranites (GDA) - Mercy Corps 306-A-00-08-00521-00	Ali Ahmad / Said Pacha Latton/Sukhminder Dosanj	Christine Mulligan	799 218 894	<a href="mailto:cmmulligan@af.mercycorps.org">cmmulligan@af.mercycorps.org</a>
AWATT Afghanistan Water Agriculture Technology Transfer - New Mexico State University 306-A-00-08-00506-00	Thomas Olson/Mia Abdul Saboor	Dr. Roger Beck	0796 319 065	<a href="mailto:rogerb@ad.nmsu.edu">rogerb@ad.nmsu.edu</a>
Advancing Afghan Agriculture Alliance A4 - Purdue University 306-A-00-07-00509-00	Mia Abdul Saboor / Thomas Olson	Nad Kalb	0772 805 740	<a href="mailto:ned.kalb@gmail.com">ned.kalb@gmail.com</a>
PEACE Pastoral Engagement, Adaptation and Capacity Enhancement Project - University of California (UC-Davis) 306-A-00-06-00521-00	Mia Abdul Saboor / Mumtaz Ahmad Ahmadi	Michael Jacobs	0798-201-762	<a href="mailto:mjacobs@cnrit.tamu.edu">mjacobs@cnrit.tamu.edu</a>
United Nations Development Programme (UNDP) 306-A-00-07-00513-00	Adel Khaksar / Jeff Allen	Dirk Druet		<a href="#">Project Completed</a>
USDA / Foreign Agriculture Service Room 306-P-00-04-00550-00	Arghawan Sultani/ Mohammad Junaid Sahibzada	Amy Freitas		<a href="#">Project Completed</a>
Volunteers for Economic Growth Alliance (VEGA) 306-A-00-08-00503-00	Darvin Stockdale / Mohammad Aslam Amiri	Gerald Turnbull		<a href="#">Project Completed</a>
Biodiversity Conservation for Afghanistan - Wildlife Conservation Society (WCS) 306-A-00-06-00501-00	Mia Abdul Saboor / Mumtaz Ahmad Ahmadi	Daved Lawson	0798 981 967	<a href="mailto:dlawson@wcs.org">dlawson@wcs.org</a>
United Nations World Food Programme (UNWFP) 306-G-00-07-00515-00	Said Pacha Latton/Ali Ahmad/Sukhminder Dosanj	Fernando da Cruz		<a href="#">Completed</a>
IDEA-NEW Incentives Driving Economic Alternatives-North, East, West - Development Alternatives, Inc. (DAI) 306-A-00-09-00508-00	Mohammad Aslam Amiri/Elizabeth Brown	Jonathan Greenham	0795-553-716	<a href="mailto:jonathan_greenham@dai.com">jonathan_greenham@dai.com</a>

World Vision International FFP-A-00-08-00067-00 MYAP	Ali-Ahmad	Pascal R. Bimenyimana	796010091	<a href="mailto:pascal_bimenyimana@wvi.org">pascal_bimenyimana@wvi.org</a>
DCA-306-08-001	Ali Ahmad	Attaullah Bahar	0788 043 511	<a href="mailto:attaullah@Bankalfalah.com">attaullah@Bankalfalah.com</a>
Roots of Peace, 306-A-00-10-00512	Sukhminder Dosanj/ Ali Ahmad	J.D. "Zach" Lea	0794-677-212	<a href="mailto:zach@rootsofpeace.org">zach@rootsofpeace.org</a>

OFFICE OF INFRASTRUCTURE, ENGINEERING & ENERGY (OIEE)				
Implementing Partner	COTR / ACOTR	Chief of Party	Telephone No	Email address
Depense Contract Audit Agency 306-P-00-05-00533-00	Cecille Robles / Catherine Trujillo	Catherine Trujillo	006-325-529- 981	<a href="mailto:ctrujillo@usaid.gov">ctrujillo@usaid.gov</a>
International Relief and Development (IRD) 306-M-00-06-00505-00	Jocelyn Daw ay / Gul Afghan Saleh	Gilbert Richard	0700-233-831	<a href="mailto:griehard@ird-hrls.org">griehard@ird-hrls.org</a>
United Nations Office for Project Services (UNOPS) 306-A-00-07-00517-00	Jeff Hepler	Christopher Serjak	0700-025-989	<a href="mailto:christopherS@unops.org">christopherS@unops.org</a>
United States Corps of Engineerers (USACE- AED-PPMD) 306-P-00-08-00509-00	Mohammad Afzal	Greg Grugett	0799-045-775	<a href="mailto:Gregory.J.Grugett@tac01.usace.army.mil">Gregory.J.Grugett@tac01.usace.army.mil</a>
International Relief and Development (IRD) 306-A-00-08-00509-00	James Gilmore / Rick Broadhead	Frederick C.Chace	0796-110-001	<a href="mailto:fchace@ird-spr.org">fchace@ird-spr.org</a>
International Organization for Migration (IOM) 306-A-00-08-00512-00	Abdullah Habib/ Kevin Hackney	Danilla Bogdan	0700- 224- 863	<a href="mailto:bdanila@iom.int">bdanila@iom.int</a>
United States Corps of Engineerers (Afghan Eng.. Dept) 306-P-00-08-00520-00	Jeff Hepler / Abdullah Habib	Glenn McIntosh	079-717-6243	<a href="mailto:Glenn.McIntosh@usace.army.mil">Glenn.McIntosh@usace.army.mil</a>
Afghan Engineering Associates International (AEAI) DOT-I-04-04-00022-00	Tamuna Barabadze / Nino Nadiradze	Daniel Vincent	0799-620-029	<a href="mailto:dvincent@aeai.net">dvincent@aeai.net</a>
Anham FZCO LLC 306-C-00-08-00527-00	Qazi Saleem / Carlos Gandarillas	Donald B. Dillman	0797-611-422	<a href="mailto:donald1953@gmail.com">donald1953@gmail.com</a>
KPMG Afghanistan LTD 306-C-00-08-00523-00	Cecille Robles / Catherine Trujillo	Catherine Trujillo	006-325-529- 981	<a href="mailto:ctrujillo@usaid.gov">ctrujillo@usaid.gov</a>
International City/Country Management Association 306-A-00-09-00501	Gul Afghan Saleh	Rohullah Aminzai	0797-367-459	<a href="mailto:raminzai@icma.org">raminzai@icma.org</a>
Lakeshore Engineering Service 306-C-00-09-00505	Jeff Hepler (Terminated)	Jeff Mann	0796-571-693	<a href="mailto:jeff_mann@lakeshoreeng.com">jeff_mann@lakeshoreeng.com</a>
Al-Haj Abdul Ghafar Ghazanfar Co. LTD 306-C-00-09-00506-00	Gul Afghan Saleh	Rohullah Wahedi	0799-283-333	<a href="mailto:wahedi@gng.af">wahedi@gng.af</a>
Rashed Elham Trading Company 306-C-00-09-00507-00	Gul Afghan Saleh	Mohammad Akbar Hussien	0777-555-400	<a href="mailto:hajimohammadakbar@yahoo.com">hajimohammadakbar@yahoo.com</a>
United State Army Corps of Engines (USACE) 306-P-00-09-00506	Jerry Bisson	Kristina Mullins	0795-126-682	<a href="mailto:kristina.mullins@usace.army.mil">kristina.mullins@usace.army.mil</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-01-06-00517-00 (Task Order#01)	Jeremiah Carew /Jerry Bisson	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-02-06-00517-00 (Task Order#02)	Don Garrison / John Smith Sreen	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-03-06-00517-00 (Task Order#03)	Jeremiah Carew	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>

LBG/Black and Veatch Special Project Joint Venture 306-I-04-06-00517-00 (Task Order#04)	Robert Helmerick/Reed Larson	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-05-06-00517-00 (Task Order#05)	Saleh / Abdul Rasool Wardak (Close out	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-07-06-00517-00 (Task Order#07)	Robert Helmerick/Mohammad Afzal	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-08-06-00517-00 (Task Order#08)	Robert Broadhead/Robert Helmerick	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-09-06-00517-00 (Task Order#09)	Don Garrison / Abdul Rasool Wardak	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-11-06-00517-00 (Task Order#11)	Abdul Rasool Wardak/ Nino Nadiradzi	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-13-06-00517-00 (Task Order#13)	Tamuna Barabadze / Don Garrison	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-14-06-00517-00 (Task Order#14)	Sayed Israr Torak / Robert Helmerick	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-15-06-00517-00 (Task Order#15)	James Gilmore / John Smith Sreen	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-16-06-00517-00 (Task Order#16)	Don Garrison / Abdul Rasool Wardak	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-17-06-00517-00 (Task Order#17)	Abdul Rasool Wardak / Don Garrison	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-18-06-00517-00 (Task Order#18)	Closed	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-19-06-00517-00 (Task Order#19)	Abdul Rasool Wardak / Don Garrison	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-19-06-00517-00 (Task Order#20)	Don Garrison	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-19-06-00517-00 (Task Order#21)	Jerry Bisson/Jeremiah Carew	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-19-06-00517-00 (Task Order#22)	Gul Afghani Saleh/Don Garrison	Jack Whippen	0793-110-002	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture 306-I-19-06-00517-00 (Task Order#23)	Gul Afghani Saleh / Don Garrison	Jack Whippen	0799-620-012	<a href="mailto:jwhippen@irp-af.com">jwhippen@irp-af.com</a>

LBG/Black and Veatch Special Project Joint Venture (Task Order#24)	Robert Helmerick/Reed Larson	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture (Task Order#25)	Robert Helmerick/Rick Broadhead	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
LBG/Black and Veatch Special Project Joint Venture (Task Order#26)	Robert Helmerick/Reed Larson	Daniel Grey	0700-025-323	<a href="mailto:Dgrey@irp-af.com">Dgrey@irp-af.com</a>
US Department of State 306-P-00-07-00521-00	Closed	William R. Terrini	001-571-345-2199	<a href="mailto:terriniwr@state.gov">terriniwr@state.gov</a>
MWH Americas Inc. EDH-I-01-08-00025-00	Jeff Hepler	David Schree	312-831-3215	<a href="mailto:David.C.sharee@us.mwglobal.com">David.C.sharee@us.mwglobal.com</a>
Afghanistan Clean Energy Program (IRG) (EPP-I-00-03-00006-00)	Abdul Rassool Wardak	Ali Azimi	0797-808-086	<a href="mailto:ali2azimi@gmail.com">ali2azimi@gmail.com</a>
Associates in Rural Development Inc. (ARD)EPP-I-05-04-00019	Gul Afghan Saleh/John Smith Sreen	Mir Seddiq	700-577-777	<a href="mailto:mewmir@yahoo.com">mewmir@yahoo.com</a>
Venco Intiaz Construction Company 306-C-00-10-00501	Jeff Hepler	Michael Drannan	0799 218-272	<a href="mailto:mdrannan@vencocorp.com">mdrannan@vencocorp.com</a>
Venco Intiaz Construction Company 306-C-00-10-00502	Kevin Hackney/Safiullah Arsala	Michael Drannan	0799 218-272	<a href="mailto:mdrannan@vencocorp.com">mdrannan@vencocorp.com</a>
PA Government Services EPP-I-06-08-00003 (Task Order No#6)	Don Garrison/Gul Afghan Saleh	Art Sedestrom	793110007	<a href="mailto:art.sedestrom@paconsulting.com">art.sedestrom@paconsulting.com</a>
Tetrattech EDH-I-01-08-00027-00	Dick Dumford / Bill Innes	Chester Drake	079-461-3560	<a href="mailto:chester_drake@tertatech.com">chester_drake@tertatech.com</a>
PA Consulting EPP-I-06-03-00008-00	Reem Gohar / Tamuna Barabadze	Art Sedestrom	0793-110-002	<a href="mailto:Art.sedestrom@paconsulting.com">Art.sedestrom@paconsulting.com</a>
International Resources Group EPP-I-00-03-00006 (TO#2)	James Gilmore /Nino Nadiradze	Rick Whitaker		<a href="mailto:rwhitaker@irglt.com">rwhitaker@irglt.com</a>
Advanced Engineering Associates International (AEA) 306-EPP-10-03-00004-00	James Gilmore / Nino Nadiradze	Artak Vardanyan	0799-742-770	<a href="mailto:Avardanyan@aeai.net">Avardanyan@aeai.net</a>

STABILIZATION UNIT (FORMERLY PRT)				
Implementing Organization	COTR / ACOTR	Chief of Party	Telephone #	Email address
Development Alternative Inc DFD-I-00-05-00250-00	McQueary/ Bradley Arsenault	Patrick O'Mahoney	0797 443 340	<a href="mailto:Patrick_O'Mahony@dai.com">Patrick_O'Mahony@dai.com</a>
IOM Int. 306-A-00-03-00510-00	Valerie Ibaan / Sabir Nasiry	Catherine Northing	0700-078-212	<a href="mailto:cnorthing@iom.int">cnorthing@iom.int</a>
CARE, International 306-A-00-09-00510-00	Fareed Payaam / Sabir Nasiry	Lutful Gofur	0700-293-126	<a href="mailto:lutful.gofur@af.care.org">lutful.gofur@af.care.org</a>
CADG 306-A-00-09-00511-00	Fareed Payaam / Sabir Nasiry	Steven Patrick Shavlis	6591778616	<a href="mailto:cadg@pacific.net.sg">cadg@pacific.net.sg</a>
Mercy Corps 306-A-00-09-00512-00	Sabir Nasiry / Wahab Langari	Peter Stevenson Nicole Demesthas	0796-234-720 0796-218-619	<a href="mailto:pstevenson@af.mercycorps.org">pstevenson@af.mercycorps.org</a>
World Vision International 306-A-00-09-00513-00	Mohammad Aref / John Cosgrove	Faraidoon Ziayee	0799-607-904	<a href="mailto:faraidoon_ziayee@wvi.org">faraidoon_ziayee@wvi.org</a>
306-C-00-09-00520-00	Fareed Payaam / Sabir Nasiry	Syed Talha Irfan	0092-333-552- 8684	<a href="mailto:syed.talha.irfan@pk.pw.c.com">syed.talha.irfan@pk.pw.c.com</a>